

# Public Document Pack

## Overview & Scrutiny Committee



**Please contact:** Democratic Services

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

**Please direct dial on:** 01263 516108

Tuesday, 4 March 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 March 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](mailto: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

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

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

All other Members of the Council for information.

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



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

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

**Chief Executive:** Steve Blatch

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## AGENDA

### 1. TO RECEIVE APOLOGIES FOR ABSENCE

### 2. SUBSTITUTES

To be notified at the meeting of any substitutions.

### 3. PUBLIC QUESTIONS & STATEMENTS

To receive questions/statements from the public, if any (to be notified at the meeting).

### 4. MINUTES - TO FOLLOW

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 12<sup>th</sup> February, 2025.

### 5. ITEMS OF URGENT BUSINESS

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

### 6. DECLARATIONS OF INTEREST

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

### 7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public (to be notified at the meeting).

### 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 (to be notified at the meeting).

### 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 (to be notified at the meeting).

### 10. UNRESTRICTED REPORTS FOR CONSIDERATION

#### (1) CORPORATE PLAN ACTION PLAN FOR THE PERIOD APRIL 2025 – MARCH 2026

7 - 18

The Overview and Scrutiny Committee is invited to **comment** on the attached report and accompanying appendix present the 2023 – 2027 Corporate Plan Action Plan for the period April 2025 – March 2026 that was presented to Cabinet on 3<sup>rd</sup> March, 2025 for approval.

**(2) BUDGET MONITORING P10 2024-2025** 19 - 42

The Committee is asked to **review** and **comment** on the attached report and accompanying appendices presenting the Budget Monitoring P10 2024-2025 that was presented to Cabinet on 3<sup>rd</sup> March, 2025 for approval.

**11. WORK PROGRAMME & MEMBER DEVELOPMENT**

**(1) THE CABINET WORK PROGRAMME** 43 - 48

To note the upcoming Cabinet Work Programme.

**(2) OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 49 - 50

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

**(3) ACTION TRACKER - TO FOLLOW**

To receive an update from the Scrutiny Officer on progress made with topics on its action tracker.

**(4) MEMBER DEVELOPMENT CHECK LIST**

The Overview and Scrutiny Committee is invited to **note** and **comment** on the following Member Development Check List:

1. Producing an annual report
2. Having agendas that are focussed on outcomes
3. Articles in the council magazine
4. Involving all councillors in scrutiny work so they are able to share impact
5. Chairs of scrutiny using internal comms to share messages
6. Holding workshops to involve staff and share impact
7. Highlighting recommendations and intended outcomes on the work programme
8. Chairs to speak at full council meetings about what scrutiny

has achieved

9. Impact and outcomes highlighted specifically in scrutiny reports
10. Training for staff about scrutiny
11. Site visits — to be visible to the public
12. Public Q&A sessions
13. Using social media to share impact
14. Following up recommendations to understand what difference has been made
15. Involving the public in work planning events — so to align to public concerns
16. Communications strategy for scrutiny
17. Getting feedback from people that they have responded to scrutiny
18. Showing scrutiny responds to public concerns i.e. from residents' groups
19. Sharing the number/impact of call-ins
20. Allowing public questions and social media at meetings to let people see what scrutiny is doing
21. Analysis of task and finish work to show what difference it has made
22. Inviting media to meetings
23. Capturing media reports about scrutiny work
24. Having conversations with partners about the difference scrutiny has made
25. Public consultation on what scrutiny has done / should be doing

## **12. 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.”

## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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

**Table 1: Disclosable Pecuniary Interests**

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

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

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



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

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

**Table 2: Other Registrable Interests**

<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"><li>a) any body of which you are in general control or management and to which you are nominated or appointed by your authority</li><li>b) any body<ul style="list-style-type: none"><li>(i) exercising functions of a public nature</li><li>(ii) any body directed to charitable purposes or</li><li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)</li></ul></li></ul>
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<b>CORPORATE PLAN 2023-2027 - ANNUAL ACTION PLAN 2025/26</b>	
Executive Summary	<p>This report and accompanying appendix present the 2023 – 2027 Corporate Plan Action Plan for the period April 2025 – March 2026 to Cabinet for approval.</p>
Options considered	<p>The actions detailed in the Action Plan have been developed in support of the five themes in the adopted Corporate Plan recognising the increasing pressure on the Council’s budget, the moves towards establishing a Combined Authority for Norfolk and Suffolk under the Government’s English Devolution programme and proposed Local Government Reorganisation which will change the context in which the District Council operates and works over the next three years, alongside continuing with Business As Usual maintaining service delivery for the district’s residents until any proposals for new unitary councils in Norfolk are agreed.</p> <p>The actions proposed seek to balance the capacity of the organisation to deliver, taking into account the staff and financial resources available to the Council, the need to focus on supporting the transition of services into any new unitary council(s) and the potential to access external funding or partnership resources, with the aspirations laid out in the Corporate Plan.</p> <p>In this respect it is recognised that there is some degree of choice and prioritisation as to the actions proposed for delivery in the period April 2025 – March 2026, although perhaps less compared to previous years given the need to create capacity to respond to and engage with the process of local government reorganisation across the County</p>
Consultation(s)	<p>The development of the 2025/26 Action Plan has been somewhat later than in previous years when the Annual Action Plan has been agreed in the autumn. This has been due to uncertainties around the 2025/26 local government financial settlement impacting on the setting of the Council’s 2025/26 budget, new policy announcements being made by Government during the autumn following the July General Election, and the publication of the English Devolution White Paper which raises the prospect of significant public service reform through proposals for devolution and local government reorganisation.</p> <p>The 2025/26 Annual Action Plan has been developed against this background but has involved processes of consultation and engagement in terms of development of a strengthened Medium-Term Financial Strategy and preparation of the 2025/26 budget, which has been taken through Cabinet and Overview and Scrutiny processes before adoption at the 19<sup>th</sup> February 2025 meeting of Full Council.</p>

Recommendations	That the Cabinet approves the Corporate Plan Annual Action Plan for 2025/26.
Reasons for recommendations	Sound management of the authority's staff, property and financial resources to deliver projects and initiatives which support improved service delivery and positive outcomes aligned to the previously agreed Corporate Plan themes and seeks to position North Norfolk's residents, communities and businesses strongly in the context of any proposals to establish a Norfolk and Suffolk Combined Authority through the English Devolution proposals and any related programme of local government reorganisation in Norfolk which seeks to replace the existing two-tier County and District structure of local government with unitary councils.
Background papers	2023 – 2027 Corporate Plan

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

<b>Links to key documents:</b>	
Corporate Plan:	This report details the list of actions and proposals the Council proposes taking forward in support of the five Corporate Plan themes in the twelve months April 2025 – March 2026.
Medium Term Financial Strategy (MTFS)	Proposed actions, projects or initiatives will need to give due consideration to the Council's financial position as detailed in finance reports and a revised Medium-Term Financial Strategy and have the necessary resources allocated to them or efficiency savings as identified through the preparation of the 2025/26 budget.
Council Policies & Strategies	See comment under Corporate Plan heading above

<b>Corporate Governance:</b>	
Is this a key decision	Yes
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 and accompanying appendix present the 2023 – 2027 Corporate Plan Action Plan for the period April 2025 – March 2026 to Cabinet for approval.
- 1.2 Cabinet is asked to approve the actions to be taken forward through the 2025/26 Annual Action Plan recognising the increasingly challenged financial context in which the Council is operating as recently agreed through the approval of the 2025/26 budget and the need for the Council to create capacity to engage constructively with the devolution, public service reform and local government reorganisation agendas as detailed in the Government's English Devolution White Paper, alongside maintaining Business As Usual core service delivery.

## 2. Introduction & Background

- 2.1 Following the District Council elections held on 4<sup>th</sup> May 2023, the Council adopted a new Corporate Plan for the four years 2023 – 2027 at its meeting held on 19<sup>th</sup> July 2023.
- 2.2 In agreeing the new Corporate Plan and making a positive recommendation to Full Council to adopt the Plan at its 19<sup>th</sup> July 2023 meeting, the Cabinet meeting of 3<sup>rd</sup> July 2023 resolved to :-

- 1. Agree the content of the draft Corporate Plan 2023 – 2027 as a statement of the Council's intent and ambition for the term of this Council administration.**
- 2. Authorises the Chief Executive, in consultation with the Leader of the Council, to agree any minor revisions and changes to the final draft of the Corporate Plan document and thereafter the format / design of the document for publication, following adoption by Full Council.**
- 3. That Cabinet publishes an Action Plan detailing how the objectives detailed in the Corporate Plan will be delivered / achieved to its November 2023 meeting; and**
- 4. Recommended to Full Council that it adopts the Corporate Plan 2023 – 2027.**

- 2.2 In agreeing the Corporate Plan members were advised that, given experience of delivering against the 2019 – 2023 Corporate Plan where organisational capacity was initially hindered by the need for the Council to develop a local response to the COVID pandemic and subsequently responding to the cost of living pressures experienced in the national economy; there would be some merit in looking to develop an Annual Action Plan of project delivery in each year of the Plan.
- 2.3 This would allow the Council to respond flexibly to changing circumstances over the four-year lifetime of the Corporate Plan, not least in response to possible changes to the policy framework nationally associated with a General Election which had to be held before January 2025.
- 2.4 This position has subsequently been confirmed as sound given the significant number of policy announcements made by the incoming Government following

the July 2024 General Election across a range of service areas (Planning, Waste, Housing, Local Government Finance) requiring a response from the Council and then the publication of the English Devolution White Paper in December 2024 responding to which is likely to command a significant amount of corporate capacity throughout the coming year.

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

- 3.1 In looking to agree the Annual Action Plan for 2025/26 consideration has been given to the progress made in delivering the objectives and actions in the 2024/25 Action Plan. Progress against these objectives has been reported regularly to Cabinet and the Overview and Scrutiny Committee, most recently to the February 2025 cycle of meetings, with overall good progress and achievements having been made.
- 3.2 However, given the increasingly challenging financial context in which the Council is operating and the demands which will be placed on the authority in the coming year related to proposals for Devolution and Local Government Reorganisation, it has been considered necessary to significantly review our capacity to propose new actions for delivery during the period April 2025 to March 2026.
- 3.3 This year's Annual Action Plan has therefore been "pared back" with a significantly reduced number of proposed actions and commitments, albeit that actions in respect of delivering the Fakenham Leisure and Sports Hub and co-ordinating action at the Bacton Energy Hub site following the recent Summit event have been retained and strengthened. The attached appendix therefore now outlines a proposed series of actions to be taken forward through an Action Plan covering the period April 2025 – March 2026.
- 3.4 Cabinet is therefore now asked to approve the Corporate Plan Action Plan for 2025/26.

### **4. Corporate Priorities**

- 4.1 The outcomes from this report will contribute to the Corporate Plan priorities and reflect the capacity and availability of resources across the Council to support project delivery and positioning of North Norfolk's residents, communities and businesses in the context of any new Combined Authority and local government reorganisation during the 2025/26 civic year.

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

- 5.1 The proposals made within this report and the Annual Action Plan for 2025/26 reflect the financial resources and capacity issues available to support project delivery and improved working in the 2025/26 civic year
- 5.2 The Director of Resources (Section 151 Officer) has provided the following comments in advising on the preparation of this report:-

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

*The Annual Action Plan has been wisely updated to reflect the position the Council finds itself in whereby external factors have resulted in a uncertain financial position over the medium term. It has been pared back so that existing schemes can continue to completion and so that priorities can be delivered. The proposals are prudent and sensible in light of the uncertainty around the future financial position and the capacity for our staffing resource.*

**6. Legal Implications and Comments from the Monitoring Officer**

*No specific legal issues arise regarding this report around the Corporate Action Plan for the Year 25/26 which now takes into account the current financial climate and the capacity issues and challenges that Devolution and Local Government Reorganisation will bring.*

**7. Risks**

7.1 None as a direct consequence of this report.

**8. Net Zero Target**

8.1 None as a direct consequence of this report, although one of the Corporate Plan's five themes is "our Greener Future" where the issue of Net Zero is a key consideration for and objective of the authority over the lifetime of the Corporate Plan.

**9. Equality, Diversity & Inclusion**

9.1 None as a direct consequence of this report, although a key theme running through the Corporate Plan is the issue of inclusion and equity – particularly under the themes - Meeting our local housing need; Developing our communities; Investing in our Local Economy and Infrastructure and A strong, responsible and accountable council.

**10. Community Safety issues**

10.1 None as a direct consequence of this report

**11. Conclusion and Recommendations**

**That the Cabinet approves the Corporate Plan Annual Action Plan for 2025/26.**

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## **NORTH NORFOLK DISTRICT COUNCIL**

### **CORPORATE PLAN 2023 – 2027**

#### **ANNUAL ACTION PLAN PROCESS for APRIL 2025 – MARCH 2026**

### **OUR GREENER FUTURE**

We will continue our work to create a cleaner, green and zero-carbon future for North Norfolk.

#### **Actions:-**

We will:-

1. Complete the further work requested by the Planning Inspector on making revisions to the draft North Norfolk Local Plan and to take account of new Government policy announcements with the objective of formally adopting the Plan by December 2024. (This action has been carried forward and updated from the 2024/25 Annual Action Plan (AAP)).
2. Continue to 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. Commit to reviewing previously proposed investment to reduce the carbon footprint of the Council's main Cromer offices pending clarity over any local government reorganisation, whilst continuing to assess the Council's wider assets and implement works which improve their environmental performance and reduce the Council's carbon footprint. (Carried forward as an amended action from the 2024/25 AAP).
3. Monitor and look to increase the percentage of household waste collected which is recycled through programmes of education and public awareness and introduction of a food waste collection service in the 2025/26 civic year and plastic film products in future years. (Carried forward as an amended action from the 2024/25 AAP).
4. Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026. (Carried forward as an action from the 2024/25 AAP with an expectation of completion in 2025/26)
5. 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. (Carried forward as an action from the 2024/25 AAP).

## **DEVELOPING OUR COMMUNITIES**

We will develop our work to support confident, engaged, resilient and inclusive communities.

### **Actions:-**

We will:-

1. Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage by August 2025 and proposes future policy responses so that there is a clear baseline record of such assets to pass to any “new” local authority established through Local Government Reorganisation. (Carried forward as an amended action from the 2024/25 AAP).
2. Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation. (Retained as an action from the 2024/25 AAP.)
3. With partners we will continue to pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health prevention, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents. (Carried forward as an amended action from the 2024/25 AAP).
4. With local partners we will continue to lobby for the retention and development of innovative health and social care facilities for older people in the District, including the re-opening of the Benjamin Court NHS asset in Cromer, reflecting the district’s aged demographic – the oldest average age in the country. (Retained and carried forward as an amended action from the 2024/25 AAP.)
5. Progress delivery of the Fakenham Leisure and Sports Hub project through securing planning permission, appointment of a construction partner and commencement of construction. (New action for 2025/26).
6. Having secured funding approval for the Cromer 3G pitch deliver this new (replacement) facility by September 2025 and continue to pursue funding for similar facilities at Fakenham and North Walsham. (Carried forward as an amended action from the 2024/25 AAP).
7. Explore external funding opportunities such as the Norfolk GIRAMs scheme, Hornsea 3 Legacy fund and S106 agreements to contribute to the improvement of the facilities within Holt Country Park, working towards maintaining Green Flag status at this location and our other Countryside sites.

## **MEETING OUR HOUSING NEED**

We will seek to meet the challenges of local housing need.

### **Actions:-**

We will:-

1. Continue to gather and 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 to inform future development of rural exceptions and other affordable housing schemes. (Retained as an action from the 2024/25 AAP).
2. Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025. (New action for 2025/26).
3. Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Sheringham, Bacton, Walcott, Wells and Fakenham being taken forward during 2025. (Retained and carried forward as an amended action from the 2024/25 AAP).
4. Continue to 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. (Retained as an action from the 2024/25 AAP).
5. Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action – pursuing at least 50 cases a year. (New action for 2025/26).

## **INVESTING IN OUR LOCAL ECONOMY & INFRASTRUCTURE**

We will create an environment where businesses thrive and prosper, supporting jobs and economic opportunity for all.

### **Actions:-**

We will:-

1. Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year. (Retained as an action from the 2024/25 AAP).
2. Take forward co-ordinated actions on behalf of key partners and stakeholders agreed at the January 2025 Bacton Summit event to raise the profile of 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. (Retained and carried forward as an amended action from the 2024/25 AAP).
3. Continue to work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a vision which contributes to the future vitality of the town for delivery over the period April 2024 – March 2027. (Retained as an action from the 2024/25 AAP).
4. Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district. (Retained and carried forward as an amended action from the 2024/25 AAP.)
5. Continue to support and work with tourism interests across the district to promote North Norfolk as a key visitor destination with a diverse visitor offer.
6. 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.
7. Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises and can be delivered at pace if external funding can be secured for such an investment. (Retained as an action from the 2024/25 AAP).

## **A STRONG, RESPONSIBLE & ACCOUNTABLE COUNCIL**

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

### **Actions:-**

We will:-

1. Engage with local partners (County and District Councils in Norfolk) in seeking to secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper and as appropriate seek to position North Norfolk's residents, communities and businesses positively in respect of any reorganisation of local government in Norfolk and in establishing any new unitary councils. (New action for 2025/26).
2. Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge throughout 2025, particularly the new Workforce Development Strategy so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation. (Retained and carried forward as an amended action from the 2024/25 AAP).
3. Continue to monitor progress towards the objectives detailed the new Medium-Term Financial Strategy 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. (Retained and carried forward as an amended action from the 2024/25 AAP).
4. Seek Heritage Lottery funding for the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of anticipated local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125<sup>th</sup> anniversary in 2026. (New action for 2025/26).
5. Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore whether these might be safeguarded in the longer term through being placed in an appropriate structure which recognises their importance in the context of continued pressure on discretionary services in any new unitary council structures. (New action for 2025/26).
6. Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets through implementing the actions detailed in a revised Asset Management Strategy from April 2025. (Retained and carried forward as an amended action from the 2024/25 AAP).

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<b>BUDGET MONITORING P10 2024/25</b>	
<b>Executive Summary</b>	<p>This report provides an update on the Council's financial performance and projected full year outturn position for 2024/25 for the revenue account, capital programme and reserves statement as at the end of January 2025.</p> <p>As at 31 January 2025, the <b>General Fund projected surplus is £0.048m for the full year 2024/25</b>. This is after adjusting for all known variations and full year forecasting by service managers.</p>
<b>Options considered</b>	This is an update report on the Council's financial position and so no other options were considered.
<b>Consultation(s)</b>	Cabinet Member Section 151 officer Budget Managers
<b>Recommendations</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> <li>1. Note the contents of the report and the current forecast year end position.</li> <li>2. Continue the work to minimise the risk of a General Fund revenue deficit for 2024/25.</li> <li>3. Seek approval from full Council to make all the changes to the Capital Programme as laid out in paragraph 5.5 of the report.</li> </ol>
<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	
<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Tina Stankley, <a href="mailto:Tina.stankley@north-norfolk.gov.uk">Tina.stankley@north-norfolk.gov.uk</a>

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

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item

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

- 1.1 This report sets out the General Fund Revenue Budget and Capital Programme forecast full year out turn position against the budget for 2024/25 as at 31 January 2025.

## **2. Revenue**

- 2.1 The Council has an approved General Fund revised revenue budget of £20.266 million (Including Parish Precepts and funding from reserves). This report provides a forecast of spending and income against budget for 2024/25.
- 2.2 The overall revenue budget forecast performance for the year as at 31 January 2025 is £20.363 m against the budget of £20.266m which is a projected Overspend of £0.096m on Net Operating Expenditure as shown in Table 1
- 2.3 The Base Budget which was approved by Full Council on 21 February 2024 has been updated to reflect approved budget movements and changes in the reporting structure where Customer Services has moved from the Resources Directorate to Corporate Leadership and Executive Support.
- 2.4 The Period 6 monitoring report forecast a full year overspend of £0.995m. This Period 10 monitoring report is forecasting a full year a small underspend of £0.048m. This is a significant change in the year end position which is explained in the main body of the report.
- 2.5 In summary the swing is due to a large underspend of over £0.7m on employee costs, some further significant savings on supplies and services, improvements in income levels for both services and investment. Whilst the expenditure forecasts are quite certain and will result in an underspend, the overall forecast underspend is also dependent on some income levels being maintained for the last two months of the year. There is less certainty here. Where there are predicted savings related to expenditure items that are being funded from Reserves, the reserve position has been updated to reflect this.
- 2.6 It should be noted that officers have worked very hard to bring the financial position back round. Many teams have held vacancies to generate the employee savings, and this puts pressure on the existing workforce and service delivery. The Portfolio Holder for Finance and Assets and the Director of Resources would like to acknowledge this and thank all the staff for their hard work.



2.7 Table 1: General Fund Summary

**General Fund Summary Period 10 2024/25**

<b>Service Area</b>	<b>2024/25 Base Budget £000</b>	<b>2024/25 Revised Budget £000</b>	<b>2024/25 Full Year Forecast Period 10 £000</b>	<b>Period 10 Variance £000</b>
Corporate Leadership/ Executive Support	576	528	287	(240)
Communities	11,530	11,387	11,221	(167)
Place and Climate Change	7,121	7,130	6,349	(781)
Resources	4,538	4,628	5,083	455
Savings to be Identified	(250)	0	0	0
<b>Net Cost of Services</b>	<b>23,516</b>	<b>23,673</b>	<b>22,939</b>	<b>(734)</b>
Parish Precepts	3,129	3,129	3,129	0
Capital Charges	(2,962)	(2,962)	(2,962)	0
REFCUS	(762)	(762)	(762)	0
Interest Receivable	(1,865)	(1,865)	(1,455)	410
External Interest Paid	40	340	340	0
Revenue Financing for Capital:	210	2,448	2,448	0
Minimum Revenue Provision	488	488	507	19
IAS 19 Pension Adjustment	268	268	268	0
<b>Net Operating Expenditure</b>	<b>22,062</b>	<b>24,757</b>	<b>24,453</b>	<b>(304)</b>
<b>Funded By</b>				
Parish Precepts	(3,129)	(3,129)	(3,129)	0
Council Tax	(7,069)	(7,069)	(7,069)	0
Collection Fund Surplus	(108)	(108)	(108)	0
Retained Business Rates	(7,683)	(7,683)	(7,828)	(145)
New Homes bonus	(6)	(6)	(6)	0
Revenue Support Grant	(309)	(309)	(309)	0
3% Funding Guarantee	(1,231)	(1,231)	(1,231)	0
Rural Services Delivery Grant	(657)	(657)	(657)	0
Ctax Discount Grant	(52)	(52)	(52)	0
Services Grant	(23)	(23)	(23)	0
<b>Income from Government Grant and Taxpayers</b>	<b>(20,266)</b>	<b>(20,266)</b>	<b>(20,411)</b>	<b>(145)</b>
<b>(Surplus)/Deficit</b>	<b>1,796</b>	<b>4,491</b>	<b>4,042</b>	<b>(449)</b>
<b>Contribution To/(From) Reserves</b>	<b>(1,796)</b>	<b>(4,491)</b>	<b>(4,090)</b>	<b>401</b>
<b>(Surplus)/Deficit Position</b>	<b>0</b>	<b>0</b>	<b>(48)</b>	<b>(48)</b>

## Forecast variance explanations

- 2.8 The net cost of services full year forecast position is a net Underspend of £0.734m. This is the net figure after adjusting for savings in staffing and professional fees, some of which were to be funded from reserves. Where these savings have occurred there has also been an equal adjustment made to the use of reserves so that we are now forecasting a use of reserves of £4.090m rather than the budgeted £4.491 i.e. a saving of £0.401m in the use of earmarked reserves. This is discussed in more detail in Section 6 below and at Appendix D.
- 2.9 The net cost of services underspend is offset in part by a shortfall in investment income and a revised MRP calculation. However the investment position has improved slightly with the shortfall reducing from £0.445m at Period 6 to £0.410m in Period 10. The forecast variance for investment income is explained in detail in Section 4 below.
- 2.10 The Council has received some windfall income i.e. £0.145m from the County Council which was from the Norfolk business rates pool prior years' surplus. This was not budgeted for and has been used to reduce the overall General Fund deficit.
- 2.11 The significant variances between the revised full year budget and the full year forecast are highlighted in paragraphs 2.12 to 2.15 below.
- 2.12 **Corporate Leadership/Executive Support** - £0.241m Underspend. The main reasons are outlined below: -
- i. An underspend of £0.147 in Employee Costs related to reductions in contracted hours and having vacant posts where there has been staff turnover.
  - ii. Savings of £0.076m in supplies and services including printing and publication expenditure.
- 2.13 **Communities** - £0.166m underspend.
- i. An Underspend of £0.120m in Employee Costs related to having vacant posts.
  - ii. An Overspend in premises related expenditure of £0.018m relates to drainage levy costs, which is unavoidable.
  - iii. Reduced supplies and services costs in relation to commercial waste disposal are forecast to deliver a saving of £0.130m.
  - iv. Income for garden bins is expected to fall short of target by £0.080m, this is partially offset by income for bulky waste collection which has exceeded the budget expectation by £0.010m.
- 2.14 **Place and Climate Change** - £0.781m underspend due to the following: -
- i. An underspend of £0.444m in Employee Costs Employee Costs, £0.140m of which was being funded from reserves.
    - Reduction in contracted hours and being unable to recruit to 2 vacant fixed term posts in Environmental Strategy giving a saving of £0.060m.

- There are several vacant posts in Development Management some of which are reserve funded giving a saving of £0.132m,
  - Vacant posts in Conservation, Design & Landscape giving a saving of £0.095m, which would have been funded from reserves.
  - Reduced contracted hours and savings for vacant post in Planning Policy giving a saving of £0.044m.
- ii. There is an underspend of £0.319m in Supplies and Services due to
- Local Plan work originally expected to be completed in 2024/25 but will now be done in 2025/26 has resulted in £0.086m less expenditure on Professional fees. The expenditure would have been funded from earmarked reserves.
  - Slippage in climate projects of £0.070m within Environmental Sustainability which would have been funded from reserves.
  - Cost provision made in 2024/25 for 2023/24 related expenditure was £0.033m more than the actual expenditure, thus generating a saving.
  - There being less revenue spending on coastal protection projects of £0.047m than expected because of delayed capital schemes.
  - £0.020m contribution towards coastal manager post not incurred due to there being a vacancy.
- iii. There is a favourable income variance of £0.059m
- It was reported as part of the period 6 budget monitoring that Planning and Building Control fee income was predicted to be below budget by £0.160m. This position has been reviewed and updated following an upturn in income being received. Budget managers now forecast that the full fee income budget will be delivered at outturn.
  - Improvements to the pre-application service in Development management is set to deliver increased income of £0.017m.
  - Land Charge fees increased £0.040m in relation to wind turbines, however this is offset by a reduction of £0.017m in discretionary search fees.

**2.15 Resources - £0.455m overspend due to: -**

- i. A forecast Underspend of £0.158m for Employee Costs
- Finance vacant posts have resulted in a saving of £0.055m, this has been offset by agency costs.
  - ICT vacant posts and reduced contract hours will generate full year savings of £0.067m.
  - Estates vacant posts will deliver an Underspend of £0.043m.
- ii. A forecast Underspend of £0.031m on premises costs that is made up of the following.
- £0.061m reduction in Repairs and Maintenance spend, including Public Conveniences and the Rocket House.
  - £0.023m overspend on Public Conveniences costs due to hiring the temporary toilet block facility in Weybourne.

- There is an overspend on water and electricity costs of £0.061m.
  - There is a reduction in Business Rates of £0.023m.
  - Insurance Premiums are £0.027m less than was budgeted for.
- iii. There is a forecast Underspend £0.102m on Supplies and Services made up of
- Overspend of £0.020m on the car park management contract due to increased employee costs.
  - £0.034m net Underspend on Computer maintenance, software and consumables.
  - Underspend on Audit fees £0.187m because full audits have not been carried out on the 21/22, 22/23 and 23/24 accounts, plus an underspend of £0.018m Internal Audit fees.
  - £0.194m is forecast to be spent on Agency and Locum staff to cover vacant posts e.g. the Assistant Director in Finance and Chief Technical Accountant. However this will have been partly offset by savings (£0.158m) in Employee costs for the vacant posts. So the net overspend will effectively be £0.036m.
- iv. **Income** - £0.715m shortfall.
- Based on the 2024/25 initial Housing Benefit subsidy claim submitted to the Department for Works and Pensions (DWP) the forecast shortfall in non-HRA subsidy is £0.725m for the year. This relates to the subsidy the Council can claim to cover the cost of temporary accommodation.
  - Whilst the work at the Rocket House takes place and the RNLI move out for the duration of this work the Council will not receive any contribution for service charges from the RNLI. This is forecast to be a £0.042m loss in income over the year.
  - Due to void periods at one of the industrial units in North Walsham a full year income shortfall of £0.025m is forecast.
  - Additional income £0.026m from Legal professional fees.
  - Additional income of £0.133m is anticipated from car parking income.

### **3. Performance against savings targets**

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

3.2 Table 2: Performance against £0.975m Savings Target

Directorate	Assistant Director	Base Budget	Period 10 -	Variance
		Savings	full year	
		£'000s	forecast	£'000s
Corporate	Corporate	49	49	0
Communities	Environment & Leisure	148	78	(70)
	People	235	235	0
Place & Climate Change	Sustainable Growth	43	43	0
	Planning	182	180	(2)
Resources	Legal and Governance	85	82	(3)
	Finance, Assets & Revenues	234	207	(27)
<b>Total</b>		<b>976</b>	<b>874</b>	<b>(102)</b>

3.3 The savings forecast at Period 10 is still largely positive with the forecast that 90% of the savings will be achieved by the end of the year. In-year vacancies and difficulties in recruitment into the Environmental Services team have meant it has not been possible to undertake the planned garden bin promotions work and the additional budgeted income of £0.050m will not be achieved. Again due to resourcing issues it hasn't been possible to deliver some planned external training courses which means that the anticipated additional income of £0.020m (included in the £975k savings target) won't be achieved. The extension to the Meadow car park in Cromer scheme has not taken place, so the additional car park income of £79k identified as a saving won't be generated. However the current car park income levels indicate that there will be a surplus of actual income of £130k over budget for the year. The proposal to generate additional income of £20k from advertising and concessions in areas such as the Pier and Car Parks has not progressed as planned, again due to a lack of capacity.

3.4 In addition to the identified savings of £0.975m included in the balanced budget a further £0.250m of savings 'to be identified' was also. £0.256m of service savings were identified by managers up to period 6, the revised budget has now been updated to take account of these savings. All further savings have been identified as part of the forecasting exercise.

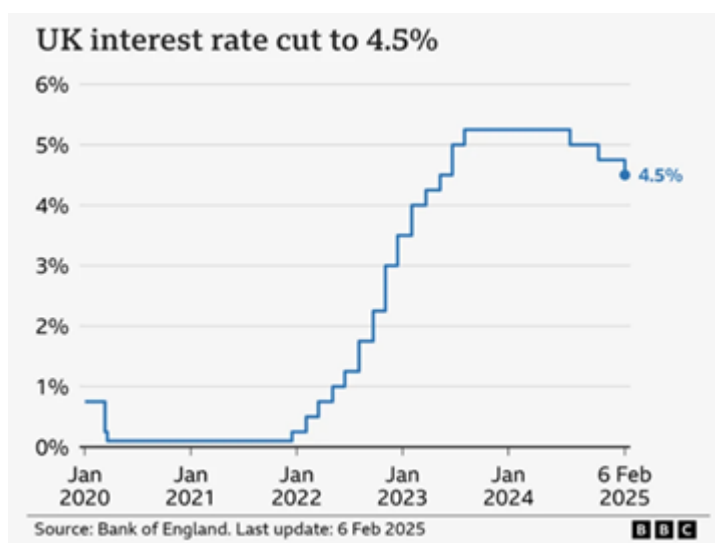
3.5 Table 3: Progress against £0.250m Unidentified Savings Target

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

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

##### Investment Interest

- 4.1. The 2024/25 investment interest budget is £1.866m. This budget was calculated based on the economic position in November 2023 (6% interest rates and average cash balance of £33.8m). Since then, the Monetary Policy Committee (of the Bank of England) has made a series of cuts to the interest rate with the latest one being on 6 February 2025 to the current 4.5 %, (see chart below which shows the movement in interest rates since January 2020), as it was felt that the higher interest rates have achieved their purpose in bringing UK inflation back under control (with the December 2024 inflation sitting at 2.7%). However, this has had an adverse impact on the investment income the Council is achieving.



- 4.2. At period 10, the Council had earned £1.3m in investment interest, which is under budget by £250k. This variance is due to the average rate of 5.54% being lower than the 6% when the budget was set and the average level of investments of £28m being lower than the £33.8m assumed when the budget was set. The full year forecast calculation predicts a shortfall of £410k for the year which is a slight improvement on the Period 6 shortfall forecast of £445k. Investment income for the year is now expected to be £1.455m.
- 4.3. The lower level of cash balances, averaging £28m instead of the budgeted £33.8m is due to the delays in receiving grants from the Environment Agency (Cromer & Mundesley coastal schemes) and the Fakenham Leisure Centre and Sports Hub scheme (FLASH) being put on hold whilst the new government reviewed the funding commitments it inherited from the previous government. The Levelling-up grant we expected to receive for this scheme has not yet been received and therefore has been unavailable for investment.

##### Borrowing Interest

- 4.4. The Council has previously approved borrowing to fund some of its capital projects, most notably The Reef (c.£5m) and Refuse Freighters (c.£3m). Up until recently the Council has been able to 'internally borrow' for these projects, saving on borrowing costs, but at the expense of the investment income achieved. It is prudent to do this as borrowing interest rates are always higher than investments interest rates.

- 4.5. During 2023/24 there was an increased requirement to borrow short-term to meet cashflow shortfalls. This ongoing shortfall is an indicator that longer term borrowing is required to replenish cash balances. Therefore a 13 month £5m loan at an interest rate of 5.39% was taken from the PWLB in March 2024.
- 4.6. At its meeting on the 25th of September 2024, Full Council approved the use of the Treasury Management Reserve (£300k) to provide a budget for 2024/25 borrowing costs. There was an existing budget of £40k, so the total budget now stands at £340k. PWLB borrowing costs for the year will be £266k and short-term borrowing costs as at period 10 are £54k, meaning a total of £321k will be spent at year-end. This leaves £19k for any short-term borrowing requirements during February and March, which should cover the borrowing costs until the end of the year. This time of year is always a period of low levels of cash as we do not receive much council tax income at this time of the year as we collect the majority of the income over 10 months (April to January).
- 4.7. Currently the Council doesn't have any outstanding short-term borrowing commitments as at the end of period 10.

## 5. Capital

- 5.1. This section of the report presents the capital programme 2024/25 position as at the end of period 10, together with an updated capital programme for the financial years 2025/26 to 2029/30. Appendix C provides the details of the current position.
- 5.2. Total capital expenditure for 2024/25 as at period 10 was £22.321m compared to an updated full year capital budget of £39.740m, leaving £17.419m to be spent by the year end.
- 5.3. The level of underspend is not a cause for concern as the Council has several large on-going schemes that are being delivered and are being delivered over more than one year. The most notable delay is in the delivery of the FLASH scheme which was put on hold due to the government reviewing its inherited commitment to the Levelling Up Schemes. These large schemes are largely government funded,
- 5.4. There are some adjustments to be made to the capital programme, subject to approval by full Council. These changes have all been included in Appendix C to show what the programme will be assuming all the adjustments are approved.
- 5.5. **It is requested that Cabinet recommend that full Council approve the following**
  - 5.5.1. Increase the 2024/25 capital budget for the Mundesley Coastal Defence scheme from £6.206m to £7.637m, following the award of additional grant funding from the Regional Flood & Coastal Committee and the Environment Agency to fund inflationary costs to the project over its lifetime. The Council is awaiting the outcome of a bid to the Regional Flood & Coastal Committee from NNDC for £0.750m to both replace the previous £0.250m contribution from Anglian Water that will not be forthcoming and seek additional funding to cover the projects costs towards reducing coastal erosion risk.
  - 5.5.2. Increase the 2024/25 capital budget for the Cromer Coastal Defence scheme from £10.106m to £10.250m. This is covered by additional grant from the Environment Agency to fund inflationary costs over the project's lifetime.

- 5.5.3. Increase the capital budget for the Disabled Facilities Grants in 2024/25 by £0.203m to a total of £2.079m. This will be funded by additional grant funding awarded to the Council in January 2025 by MHCLG.
- 5.5.4. Increase the capital budget for the Provision of Temporary Accommodation in 2024/25 by £280,000 to £578,307, and fund this from the Local Authority Housing Fund thus reducing the fund to zero. This aligns with the Council's decision to use the remaining Local Authority Housing Fund Grant to purchase a property to use for Temporary Accommodation.
- 5.5.5. Increase the UK Shared Prosperity Fund capital budget by £0.050m to £0.239m. This will be funded by a re-allocation of UKSPF revenue grant funding (which is not ring-fenced for revenue) to the capital budget.
- 5.5.6. Increase the Fakenham Leisure and Sports Hub capital budget by £60,000 in 2024/25, following the award of additional grant by MHCLG in January 2025 as a local growth capacity and support payment. This payment is being provided to mitigate any immediate delivery issues caused by the Government's delay in approving the Levelling-up Schemes.
- 5.5.7. Remove the Backup Network Upgrade capital budget totalling £14,000 as the IT Network Manager has confirmed the project has been completed.
- 5.5.8. Reduce the Coastwise capital budget in 2024/25 by £86,000 to a total of £14.610m to match the level of grant funding awarded by the Environment Agency for this scheme.

## 6. Reserves

- 6.1 The Council's current reserve position is shown at Appendix B. This position has been updated as part of preparing the forecast for 2024/25.
- 6.2 Where base budgets funded from reserves are underspent it has been anticipated that this saving will remain in the earmarked reserve and reallocated in the future. An adjustment of £401k has been made to earmarked reserves which offsets savings in the net cost of services. Where applicable this commitment has been moved to the 2025/26 financial year.
- 6.3 Savings of £256k have been identified against a target of £250k, the additional £6k has been allocated to the General Reserve to balance the budget.

## 7 Corporate Priorities

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

## 8 Financial and Resource Implications

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

## 9 Legal Implications

- 9.1 None as a direct consequence of this report

## 10 Risks

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



**11 Net Zero Target**

11.1 None as a direct consequence of this report

**12 Equality and Diversity**

12.1 None as a direct consequence of this report

**13 Community Safety Issues**

13.1 None as a direct consequence of this report

**14 Conclusion and Recommendations**

14.1 The revenue budget is showing an estimated full year underspend for the current financial year of £0.048m. The overall financial position continues to be closely monitored. The Council will continue to take steps to minimize expenditure and maximise income for the remainder of the year.

14.2 There are two recommendations for Cabinet to note the report and to continue its work to balance the budget.

14.3 There is a recommendation to seek approval from full Council for all the recommendations for changes to the capital programme as laid out in paragraph 5.5.

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Proposed Savings/Income 2024/25 to 2027/28

Assistant Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	Budgeted 2024/25 Savings /Income		
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								

<b>COMMUNITIES</b>								
People Services	People Services - Housing Options	Temporary Accommodation additional Income	Increase in temporary accommodation rental income due to rent increases from 1 January 2024 and 1 April 2024.	I	P	70,000	70,000	Discuss with Jenny - will this still below the threshold ?
People Services	People Services - Early Help and Prevention	Sustainable Communities Fund	Cease payment of Grant	S	O	131,550	131,550	Savings met - £0 budget in 2024/25
People Services	People Services - Early Help and Prevention	Arts and Cultural Grant	Cease payment of Grant	S	P	33,260	33,260	Savings met - £0 budget in 2024/25
Environment and Leisure	Environment and Safety Services	Savings from provision of street signs.	Fewer signs need replacing as more robust signs are now used resulting in a savings in expenditure.	S	P	2,000	2,000	Budget reduced for 2024/25
Environment and Leisure	Environment and Safety Services	Income from further promotion of garden bins.	Further active promotion of the garden waste collection service could generate additional income from 1,000 additional subscribers.	I	P	50,000	0	Insufficient resources within the team to promote for 2024/25
Environment and Leisure	Environment and Safety Services	Income from health and safety training.	Opportunity for NNDC to act as a training provider to 3rd parties and charge for this service. Expanding additional service to increase income.	I	P	20,000	0	Income budget created for 2024/25 ; however no income received to date due to lack of resources. H&S manager covering for ES Manager.
Environment and Leisure	Environment and Safety Services	Reduction in spend on recycling initiatives.	Budgets for the promotion of recycling initiatives both internally and in conjunction with the Norfolk Waste Partnership have not fully been spent in recent years and so a saving can be offered for both aspects.	S	P	10,000	10,000	Budgets reduced for 2024/25
Environment and Leisure	Leisure & Locality Services	Pier Pavilion Theatre changes to budget	Remove budget allocated to electricity at the Pier Pavilion Theatre as this is no longer required.	S	P	5,000	5,000	Budget taken out for 2024/25
Environment and Leisure	Leisure & Locality Services	Holt Country Park Car Parking	Increase the budget for car parking income to better reflect the actual income received which has increased in recent years. Also to increase parking by 20p per visit to increase income received. Increasing the cost of parking at HCP to £2.50 is still seen as very good value.	I	P	18,500	18,500	Budget increased for 2024/25
Environment and Leisure	Leisure & Locality Services	HCP Events and Sale of goods	Increased income from events and sale of goods.	I	P	4,000	4,000	Budget adjusted for 2024/25
Environment and Leisure	Leisure & Locality Services	Pier Contract Profit Share	The Pier Pavilion Theatre has had a strong year and it is predicted that the Council will receive a profit share from the contract for the first time this year.	I	P	10,000	10,000	Income budget created for 2024/25
Environment and Leisure	Leisure & Locality Services	Reduce R&M on Foreshores	R&M of promenades and foreshores. By its very nature this can fluctuate form year to year depending on weather and other factors and this saving is reflective of activity.	S	P	15,000	15,000	Budget reduced for 2024/25
Environment and Leisure	Leisure & Locality Services	Memorial Seats/Benches	Review of repair & maintenance responsibilities.	S	P	13,700	13,300	Budget reduced for 2024/25 - £400 spent to 24/07/24
<b>SUB TOTAL COMMUNITIES</b>						<b>383,010</b>	<b>312,610</b>	

<b>CORPORATE</b>								
Corporate	Human Resources	HR & Common Training Budget Review	Review of HR & Common training budgets realising savings across Equipment Purchases, First Aid Purchases, Subscriptions, Other Fees & Charges and Health & Safety.	S	P	3,270	3,270	Budgets reduced for 2024/25
Corporate	Customer Services	DM/Reprographics Restructure	Deletion of vacant post	S	P	45,456	45,456	Speak to Stuart Harber, can see Paul's actuals are still going through here, do these need to move to the post room cost centre where the budget is?
<b>SUB TOTAL CORPORATE</b>						<b>48,726</b>	<b>48,726</b>	

Proposed Savings/Income 2024/25 to 2027/28

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

<b>RESOURCES</b>								
Legal and Governance	IT Infrastructure	Personnel Budget Saving	Reduction in resource requirement	S	P	18,876	18,876	£18,876 taken at Budget Setting, staffing budget underspent.
Legal and Governance	IT Web	Replacing Council Workflow System	Workbench, workflow and online forms system needs to be replaced as it will soon no longer be supported by the software provider. The proposal is to work with C3 (providers of contact centre software for Customer Services) to develop this so that it can be rolled out across the council at no extra cost. Also Microsoft software can be used to create any required online forms.	S	P	15,000	13,000	Removed budget for Silktide software by mistake therefore saving not achievable for this.
Legal and Governance	Legal	Legal Reserves	A contribution can be made of some of legal reserve fund of £36,000.	S	O	36,000	36,000	Reserve taken
Legal and Governance	Legal	Additional Legal Fee Income	Increase income target by increasing the number of section 106 agreements and income from legal work on beach hut leases.	I	P	5,000	5,000	On target to achieve.

Proposed Savings/Income 2024/25 to 2027/28

Assistant Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	Budgeted 2024/25 Savings /Income		
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
Legal and Governance	Democratic Services	Travelling General	Non-formal meetings such as pre-agendas etc to move to a remote format to reduce members travel claims (and also help meet our Net Zero target). More decisions could be taken under delegation..	S	P	4,000	4,000	On target to achieve.
Legal and Governance	Democratic Services	Member Training	Reduction in Member Training budget (providing there is capacity to increase in an election year).	S	P	6,000	5,000	Peer review highlighted need for training, will achieve £5k of target.
Finance,Assets & Revenues	Revenues	Various	Improvements in service delivery	S/I	P	12,500	10,500	Still paying Capita, may get money back as in house form developed but not yet live.
Finance,Assets & Revenues	Revenues	Council Tax Support Cases	The current benefits scheme awards only 91.5% of Council Tax Support in some cases. It is proposed that 100% is awarded in all cases to remove the unnecessary administration and associated costs. The change to the scheme will need to be consulted upon so the savings may not be achieved in 24/25, but if this is the case other savings will looked for within the service to achieve these still.	S	P	5,000	5,000	Member working party still working on this with the benefits managers, the revenue manager will review other income generated schemes to cover the £5k if the 100% CTS scheme is not adopted.
Finance,Assets & Revenues	Estates	Various expenditure Savings	- Catfield Industrial Estates - Fakenham Connect Marketing budget reduction - Chalets and beach huts: Equipment and Marketing - Other lettings: Marketing - Estates -Professional fees, Subscriptions.	S	O	33,272	33,112	Water on target to achieve, providing no vacant units in the future.
								On target to achieve.
								On target to achieve.
Finance,Assets & Revenues	Estates	Various Income Generation	- Fakenham Connect: - Other Lettings: Electricity recharge. - Shared Equity Insurance Recharges..	I	P	4,700	4,700	On target to achieve.
Finance,Assets & Revenues	Estates	New Ideas - Income generation	QR codes income donation on pier & other assets in Cromer. Advertising on car parks Concessions/Click and Collect.	I	P	20,000	0	Had planned to do this at beginning of the year, but this has turned into a bigger project (Tina S aware) - Advertising policy has also changed.
Finance,Assets & Revenues	Estates	Employee Savings	Deletion of fixed term strategic surveyor post along other efficiencies within the team.	S	O/P	50,755	50,755	£50,755 taken at Budget Setting, staffing budget underspent.
Finance,Assets & Revenues	Estates	Mileage Claims	Reduction in Mileage Claims	S	P	1,000	1,000	On target to achieve.
Finance,Assets & Revenues	Property Services	Reduction in generic training	Reduction in generic training	S	P	5,000	5,000	On target to achieve.
Finance,Assets & Revenues	Property Services	Travel allowances	Remove the travel allowance general budget.	S	P	3,000	3,000	On target to achieve.
Finance,Assets & Revenues	Property Services	Sale of additional unused temporary facility	Unit purchased for temporary use was not installed.	S	O	8,000	3,117	Woo Woo toilet sold for less than expected.
Finance,Assets & Revenues	Property Services	Extension of The Meadow Car Park	Extension of the Car Park into the grassed area in the vacant pitch and putt area. This car park is always busy all year round.	I	P	79,000	79,000	This extension has not been done, so the additional income will not be generated as anitcipated form this. However car parking income is still forecast to exceed the budget for 2024/25 by £133k so the saving has effectively been achieved.
Finance,Assets & Revenues	Property Services	Stop support for non-NNDC events	Stop the support for non NNDC Events by PS Team. This includes Cromer Carnival / New Years Fire Works and Openwide events	S	P	11,500	11,500	On target to achieve.
<b>SUB TOTAL RESOURCES</b>						<b>318,603</b>	<b>288,560</b>	
						<b>974,864</b>	<b>873,396</b>	

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Reserve	Purpose and Use of Reserve	Balance 01/04/22	Outturn Movement 2022/23	Balance 01/04/23	Outturn Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Forecast Movement P10	Forecast Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>3,276,687</b>	(161,864)	<b>3,114,823</b>	<b>(891,501)</b>	<b>2,223,322</b>	(4,043)	(4,043)	<b>2,219,279</b>	(14,706)	<b>2,204,573</b>	0	<b>2,204,573</b>	0	<b>2,204,573</b>
<b>Earmarked Reserves:</b>															
Capital Projects	To provide funding for capital developments and purchase of major assets.	<b>555,618</b>	0	<b>555,618</b>	<b>(70,910)</b>	<b>484,708</b>	(484,708)	(555,618)	<b>(70,910)</b>	0	<b>(70,910)</b>	0	<b>(70,910)</b>	0	<b>(70,910)</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>882,030</b>	(35,923)	<b>846,107</b>	<b>(243,732)</b>	<b>602,375</b>	(310,033)	(248,186)	<b>354,189</b>	0	<b>354,189</b>	0	<b>354,189</b>	0	<b>354,189</b>
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	<b>749,248</b>	(23,426)	<b>725,822</b>	<b>2,000</b>	<b>727,822</b>	(46,622)	(46,622)	<b>681,200</b>	(51,567)	<b>629,633</b>	0	<b>629,633</b>	0	<b>629,633</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>224,115</b>	0	<b>224,115</b>	<b>(78,316)</b>	<b>145,799</b>	(122,542)	(108,020)	<b>37,779</b>	(19,874)	<b>17,905</b>	0	<b>17,905</b>	0	<b>17,905</b>
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	<b>3,516,233</b>	(1,687,078)	<b>1,829,155</b>	<b>122,845</b>	<b>1,952,000</b>	(18,000)	(18,000)	<b>1,934,000</b>	(18,000)	<b>1,916,000</b>	(18,000)	<b>1,898,000</b>	(18,000)	<b>1,880,000</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>299,889</b>	166,400	<b>466,288</b>	<b>(224,754)</b>	<b>241,534</b>	(265,738)	(265,738)	<b>(24,204)</b>	0	<b>(24,204)</b>	0	<b>(24,204)</b>	0	<b>(24,204)</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>569,776</b>	(163,226)	<b>406,550</b>	<b>(106,059)</b>	<b>300,491</b>	(131,550)	(131,550)	<b>168,941</b>	0	<b>168,941</b>	0	<b>168,941</b>	0	<b>168,941</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>4,326,421</b>	(1,202,392)	<b>3,124,029</b>	<b>(902,928)</b>	<b>2,221,101</b>	(1,961,768)	(1,670,025)	<b>551,076</b>	(80,000)	<b>471,076</b>	0	<b>471,076</b>	0	<b>471,076</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>197,621</b>	34,800	<b>232,421</b>	<b>(54,095)</b>	<b>178,326</b>	(10,000)	(10,000)	<b>168,326</b>	0	<b>168,326</b>	0	<b>168,326</b>	0	<b>168,326</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>103,000</b>	83,015	<b>186,015</b>	<b>(123,015)</b>	<b>63,000</b>	60,000	60,000	<b>123,000</b>	60,000	<b>183,000</b>	60,000	<b>243,000</b>	60,000	<b>303,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	<b>90,125</b>	(29,635)	<b>60,490</b>	<b>(14,528)</b>	<b>45,962</b>	0	0	<b>45,962</b>	0	<b>45,962</b>	0	<b>45,962</b>	0	<b>45,962</b>
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	<b>311,193</b>	183,283	<b>494,476</b>	<b>(18,372)</b>	<b>476,104</b>	0	(572,426)	<b>(96,322)</b>	0	<b>(96,322)</b>	0	<b>(96,322)</b>	0	<b>(96,322)</b>
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	<b>150,000</b>	0	<b>150,000</b>	<b>0</b>	<b>150,000</b>	0	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>
Grants	Revenue Grants received and due to timing issues not used in the year.	<b>2,357,656</b>	262,700	<b>2,620,356</b>	<b>66,340</b>	<b>2,686,696</b>	(77,969)	(5,646)	<b>2,681,050</b>	(85,159)	<b>2,595,891</b>	0	<b>2,595,891</b>	0	<b>2,595,891</b>
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	<b>2,107,358</b>	166,678	<b>2,274,036</b>	<b>(851,588)</b>	<b>1,422,448</b>	(356,479)	(356,479)	<b>1,065,969</b>	(56,299)	<b>1,009,670</b>	(57,406)	<b>952,264</b>	(58,535)	<b>893,729</b>

Reserve	Purpose and Use of Reserve	Balance 01/04/22 £	Outturn Movement 2022/23 £	Balance 01/04/23 £	Outturn Movement 2023/24 £	Balance 01/04/24 £	Budgeted Movement 2024/25 £	Forecast Movement P10 £	Forecast Balance 01/04/25 £	Budgeted Movement 2025/26 £	Balance 01/04/26 £	Budgeted Movement 2026/27 £	Balance 01/04/27 £	Budgeted Movement 2027/28 £	Balance 01/04/28 £
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	0	0	0	539,170	539,170	0	532,426	1,071,596	0	1,071,596	0	1,071,596	0	1,071,596
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	0	339,152	(89,100)	(105,250)	233,902	0	233,902	0	233,902	0	233,902
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	124,323	(30,871)	93,452	(4,538)	88,914	(36,000)	(36,000)	52,914	0	52,914	0	52,914	0	52,914
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	329,207	258,772	587,979	(130,000)	457,979	(55,600)	(55,600)	402,379	0	402,379	0	402,379	0	402,379
Net Zero Initiatives	to support the Councils Net Zero programme	0	500,000	500,000	(28,143)	471,857	(22,000)	(19,400)	452,457	0	452,457	0	452,457	0	452,457
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	222,543	0	222,543	(76,394)	146,149	(150,000)	(64,000)	82,149	(83,763)	(1,614)	0	(1,614)	0	(1,614)
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	173,097	(17,873)	155,224	(43,003)	112,221	(26,123)	(26,123)	86,098	0	86,098	0	86,098	0	86,098
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	89,566	0	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	217,926	198,965	416,891	(128,965)	287,926	(37,300)	(37,300)	250,626	46,763	297,389	50,000	347,389	50,000	397,389
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	898,995	(234,987)	664,008	53,043	717,051	(45,456)	(45,456)	671,595	0	671,595	0	671,595	0	671,595
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	500,000	0	500,000	(200,000)	300,000	(300,000)	(300,000)	0	0	0	0	0	0	0
<b>Total Reserves</b>		<b>22,611,779</b>	<b>(1,732,663)</b>	<b>20,879,116</b>	<b>(3,407,443)</b>	<b>17,471,673</b>	<b>(4,491,031)</b>	<b>(4,089,056)</b>	<b>13,382,618</b>	<b>(302,605)</b>	<b>13,080,013</b>	<b>34,594</b>	<b>13,114,607</b>	<b>33,465</b>	<b>13,148,072</b>



## Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget		Actual Expenditure	Remaining Budget (Forecasted YE Spend) 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
			2024/25	2024/25							
	£	£	£	£	£	£	£	£	£	£	£
<b>Our Greener Future</b>											
Cromer Offices LED Lighting Programme	172,000	62,879	109,121	104,352	4,769	0	0	0	0	0	0
Cromer Coast Protection Scheme	18,469,916	8,220,258	10,249,658	9,936,782	312,877	0	0	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	62,069	27,931	14,595	13,336	0	0	0	0	0	0
Coastal Adaptations (Cliff Protection)	247,493	2,503	244,990	0	244,990	0	0	0	0	0	0
Mundesley Coastal Management Scheme	9,881,227	2,080,964	7,637,263	4,709,820	2,927,443	163,000	0	0	0	0	0
Coastal Management Fund	950,000	108,250	341,750	0	341,750	250,000	250,000	0	0	0	0
Coastwise	14,609,914	176,834	2,702,403	527,737	2,174,666	5,583,051	6,147,712	0	0	0	0
Purchase of Bins	600,000	Annual Programme	146,285	48,450	97,835	150,000	150,000	150,000	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	0	65,180	0	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	0	400,000	139,354	260,646	0	0	0	0	0	0
Solar PV Panels at Victory Swim and Fitness Centre	200,000	6,713	193,288	172,883	20,404	0	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	0	150,000	1,281	148,719	0	0	0	0	0	0
Coastal Defences	600,000	0	150,000	131,058	18,942	150,000	150,000	150,000	0	0	0
			<b>22,451,187</b>	<b>15,786,313</b>	<b>6,664,874</b>	<b>6,296,051</b>	<b>6,697,712</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval £	Pre 2024/25 Expenditure £	Updated Budget		Remaining Budget (Forecasted YE Spend)		Budget	Budget	Budget	Budget	Budget
			2024/25 £	2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Developing Our Communities</b>											
Public Conveniences (Fakenham & Wells)	986,963	966,963	20,000	1,508	18,492	0	0	0	0	0	0
Public Conveniences (Sheringham & North Walsham)	545,514	439,772	105,742	83,493	22,250	0	0	0	0	0	0
Public Conveniences - Albert Street, Holt	332,552	11,572	320,979	225,994	94,986	0	0	0	0	0	0
Countryside Machinery	38,465	36,508	1,957	0	1,957	0	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,134,000	857,742	276,258	147,413	128,845	0	0	0	0	0	0
3G Facilities	860,000	12,432	847,568	0	847,568	0	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	4,725	995,275	16,001	979,274	0	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,598,276	262,724	9,901	252,823	0	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0	0
New Play Area (Sheringham, The Lees)	65,000	0	65,000	48,571	16,429	0	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,910,000	87,362	2,553,638	366,157	2,187,481	8,269,000	0	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	0	405,000	113,201	291,799	0	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	0	93,500	77,576	15,924	0	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0	0
			<b>6,284,864</b>	<b>1,089,815</b>	<b>5,195,050</b>	<b>8,269,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget		Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£	£	£	£	£	£	£	£	£	£
<b>Meeting Our Housing Needs</b>										
Disabled Facilities Grants	2,079,040	Annual Programme	2,079,040	1,126,711	952,329	2,080,858	1,600,000	1,600,000	1,600,000	1,600,000
Compulsory Purchase of Long-Term Empty Properties	930,000	500,528	429,472	45,637	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	1,653,373	1,425,212	228,161	0	228,161	0	0	0	0	0
Provision of Temporary Accommodation	4,846,584	4,268,277	578,307	490,045	88,262	0	0	0	0	0
Housing S106 Enabling	2,500,000	836,000	1,064,000	150,000	914,000	300,000	300,000	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	0	340,000	0	0	0	0	0
Local Authority Housing Fund	1,040,000	728,000	312,000	312,000	0	0	0	0	0	0
			<b>5,030,980</b>	<b>2,124,393</b>	<b>2,906,587</b>	<b>2,380,858</b>	<b>1,900,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>

## Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval £	Pre 2024/25 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Investing In Our Local Economy And Infrastructure</b>										
Rocket House	1,077,085	62,691	1,014,394	50,220	964,174	0	0	0	0	0
Fakenham Connect/Crinkle Crinkle Wall	297,337	291,737	5,600	1,652	3,948	0	0	0	0	0
North Walsham Heritage Action Zone	4,034,457	3,879,303	155,154	5,721	149,433	0	0	0	0	0
Fakenham Urban Extension	1,800,000	218,538	1,581,462	1,581,462	0	0	0	0	0	0
Property Acquisitions	710,000	5,216	704,784	3,825	700,959	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	0	124,928	0	0	0	0	0
Marrams Building Renovation	50,000	1,675	48,325	0	48,325	0	0	0	0	0
Car Parks Refurbishment	601,000	78,665	252,335	50,535	201,800	210,000	60,000	0	0	0
Marrams Footpath and Lighting	50,000	275	49,725	52,352	(2,627)	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	175,000	37,887	137,113	37,251	99,862	0	0	0	0	0
UK Shared Prosperity Fund	404,459	165,826	238,633	234,841	3,792	74,793	0	0	0	0
Rural England Prosperity Fund	1,457,848	364,463	1,093,385	1,093,388	(3)	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	115,638	34,362	33,088	1,275	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	0	55,000	0	0	0	0	0
The Lees Walkway and Structural Works	34,258	534	33,723	43,288	(9,564)	0	0	0	0	0
Collectors Cabin Roof	30,000	0	30,000	0	30,000	0	0	0	0	0
			<b>5,558,923</b>	<b>3,187,623</b>	<b>2,371,300</b>	<b>284,793</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>





### Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval £	Pre 2024/25 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>A Strong, Responsible And Accountable Council</b>										
User IT Hardware Refresh	300,000	Annual Programme	82,138	1,873	80,264	60,000	60,000	0	0	0
Financial Management System	295,000	291,966	3,034	0	3,034	0	0	0	0	0
Server Replacement	100,000	43,673	56,327	0	56,327	0	0	0	0	0
New Revenues and Benefits System	200,720	0	98,720	0	98,720	102,000	0	0	0	0
Replacement Storage Hardware	150,000	0	150,000	131,159	18,841	0	0	0	0	0
Customer Services C3 Software	23,400	0	23,400	0	23,400	0	0	0	0	0
			<b>413,619</b>	<b>133,032</b>	<b>280,587</b>	<b>162,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals</b>			<b>39,739,573</b>	<b>22,321,176</b>	<b>17,418,398</b>	<b>17,392,702</b>	<b>8,717,712</b>	<b>1,900,000</b>	<b>1,600,000</b>	<b>1,600,000</b>

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2024/25 Capital Programme Financing Table		Budget 2024/25	Actual 2024/25	Remaining Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
Grants		27,833,768	19,079,923	8,753,845	15,751,979	7,747,712	1,600,000	1,600,000	1,600,000
Other Contributions		2,127,014	901,265	1,225,749	718,723	300,000	0	0	0
Reserves		2,447,783	985,949	1,461,833	0	0	0	0	0
Revenue Contribution to Capital (RCCO)		0	0	0	0	0	0	0	0
Capital receipts		3,302,190	645,191	2,656,999	712,000	610,000	300,000	0	0
Borrowing		4,028,818	708,848	3,319,971	210,000	60,000	0	0	0
<b>Total</b>		<b>39,739,573</b>	<b>22,321,176</b>	<b>17,418,398</b>	<b>17,392,702</b>	<b>8,717,712</b>	<b>1,900,000</b>	<b>1,600,000</b>	<b>1,600,000</b>




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Cabinet Work Programme – March to July 2025					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
<b>March 31 2025</b>					
Cabinet	31 March 2025	Lease Renewals at Rocket House Building, Cromer	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	May contain exempt information 
Cabinet	31 March 2025	Overstrand slip resolution and removal of knotweed	<b>Harry Blathwayt</b> <b>Lucy Shires</b> <i>Martyn Fulcher Director for Climate Change</i>		
Cabinet	31 March 2025	Overstrand – coastal protection works	<b>Harry Blathwayt</b> <i>Rob Young AD for Sustainable Growth</i>		 May contain exempt information
Cabinet	31 March 2025	Property Enforcement Updates	<b>Cllr A Brown</b> <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	31 March 2025	Property Transactions	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 Reports regarding property transactions 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)

\* 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
<b>06 May 2025</b>					
<b>Cabinet</b>	<b>06 May 2025</b>	<b>Asset Management Plan</b>	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	<i>FC approval required – Policy Framework</i>
<b>GRAC (tbc)</b>	<b>26 March 2025</b>				
<b>Council</b>	<b>May / July</b>				
<b>Cabinet</b>	<b>06 May 2025</b>	<b>Cedars, N Walsham</b>	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	<b>May contain exempt information</b> 
<b>Cabinet</b>	<b>06 May 2025</b>	<b>Donkey Shelter, Cromer</b>	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	 <b>May contain exempt information</b>
<b>Cabinet</b>	<b>06 May 2025</b>	<b>Public Toilet transfers</b>	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	<b>May contain exempt information</b>
<b>Cabinet</b>	<b>06 May 2025</b>	<b>Housing Benefit Overpayment Policy</b>	<b>Wendy Fredericks</b> <i>Trudi Grant Benefits Manager</i>	<i>A Strong, responsible and Accountable Council</i>	<i>May slip to June</i>
<b>Cabinet</b>	<b>06 May 2025</b>	<b>FLASH – Framework agreement</b>  <i>May slip to next cycle</i>	<b>Cllr L Withington</b> <i>Steve Hems Director for Communities</i>	<i>Investing in local economies and infrastructure</i>	 <b>May contain exempt information</b>



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
<b>June 2025</b>					
Cabinet	02 June 2025	Lease renewals – Cromer Admin Office	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	 May contain exempt information
Cabinet	02 June 2025	Lease renewals – Fakenham Connect	<b>Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Investing in local economy &amp; infrastructure</i>	 May contain exempt information
Cabinet Scrutiny	02 June 2025 11 June 2025	Corporate Plan progress Q4 2024/25	<b>Cllr T Adams</b> <i>Steve Blatch Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	<i>Could go to pre- scrutiny</i>
<b>July 2025</b>					
GRAC	03 June 2025	Treasury Management Annual Report 2024/2025	<b>Cllr L Shires</b> <i>Tina Stankley Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
Cabinet	07 July 2025				
Council	23 July 2025				
Cabinet Council	07 July 2025 23 July 2025	Debt Management Annual Report 2024/2025	<b>Cllr L Shires</b> <i>Sean Knight Revenues Manager</i>	<i>A Strong, responsible and Accountable Council</i>	



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

09 April				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>UK Shared Prosperity Fund (UKSPF)</b>	Report 2024/25 programme evaluation and confirm proposed programme for 2025/26		Cllr J Toyne	
<b>Council's People Strategy</b>	Consider the Council's People Strategy		Cllr T Adams	

Potential Items				
Topic	Purpose	When	Cabinet Member	Decision Maker
<b>Council's Workforce Development Strategy</b>	How vacancies are managed, how agency staff are used, what work the council does to recruit staff, as well as the impact of vacancies, especially key staff, on the Council's service delivery and budget.		Cllr T Adams	Scrutiny
<b>Benjamin Court Cromer</b>	To consider the correspondence received in the appendix to this report.		Cllr T Adams	
<b>Crime &amp; Disorder Update</b>	To invite the PCC following the election on their plans in North Norfolk.	June/July		Scrutiny
<b>Car Park Income</b>	Committee Chairman and Vice Chairman to meet with the Portfolio Holder for Finance, Estates and Property Services and appropriate officers to consider the information that should be in a future report to the Committee on the Council's Car Parks.		Cllr L Shires	Scrutiny

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