

Overview & Scrutiny Committee



Please contact: Democratic Services

Please email: democraticservices@north-norfolk.gov.uk

Please direct dial on: 01263 516108

Tuesday, 8 July 2025

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 16 July 2025 at 9.30 am**.

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

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

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so must inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. This meeting is live-streamed: [NNDC eDemocracy - YouTube](#)

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

Emma Denny
Democratic Services Manager

To: Cllr S Penfold, Cllr P Bailey, Cllr J Boyle, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr P Heinrich, Cllr V Holliday, Cllr N Housden, Cllr M Gray, Cllr C Rouse and Cllr K Bayes

All other Members of the Council for information.

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



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

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

Chief Executive: Steve Blatch

Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005

Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 20

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 11 June 2025.

5. DECLARATIONS OF INTEREST

21 - 26

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.

6. 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.

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

9. 2024/25 OUTTURN REPORT

27 - 86

Executive Summary	<p>This report presents the provisional outturn position for the 2024/25 financial year which shows a General Fund underspend of £0.622m. It also provides an update in relation to the Council's capital programme and use of reserves.</p> <p>The position will be used to inform the production of the Statutory accounts which will then be subject to audit by the Council's external auditors.</p> <p>The report makes recommendations for</p>
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	contributions to reserves.
Options considered	None - This is a factual report of the financial year end position for 2024/25.
Consultation(s)	None – This is a factual report of the financial year end position for 2024/25.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <ul style="list-style-type: none"> a) The provisional outturn position for the General Fund revenue account for 2024/25 (as shown in Appendix A); b) The transfers to and from reserves as detailed within the report (and Appendix C); c) The surplus of £0.622m be transferred to the General reserve to mitigate future funding shortfalls. d) The balance on the General Reserve of £2.825m following the transfer outlined above. e) The surplus of £0.384m relating to retained business rates be transferred to the Business Rates reserve. f) The financing of the 2024/25 capital programme as detailed within the report and at Appendix D. g) The updated capital programme for 2025/26 to 2030/31 and scheme financing as outlined within the report and detailed at Appendix E; h) Approval of additional funding to cover capital project overspends of £10,816 as detailed in paragraph 5.7. i) The roll-forward of existing capital project funding from 2024/25 into 2025/26 as detailed in paragraph 5.9. j). To note the addition of £55,000 towards the New Play Area (Sheringham, The Lees) to be funded from the Asset Management Reserve in 2025/26 for a total project budget of £120,000 k) The addition of £6,081 towards the Cromer Offices LED Lighting in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £178,796. l) The addition of £20,000 towards the Public Conveniences (Sheringham & North Walsham) project in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £565,514. m) The addition of the Holt Eco Learning Space scheme for £100,000 into the 2025/26 Capital Programme to be funded by an external contribution.

Reasons for recommendations	To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2024/25. Also to provide a draft opening position for the financial year 2025/26.
Background papers	Budget report, Budget Monitoring reports, NNDR3 return

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Daniel King Director of Resources daniel.king@north-norfolk.gov.uk 01263 516167

10. **DEBT RECOVERY 2024-25**

87 - 110

Executive Summary	This is an annual report detailing the council's collection performance and debt management arrangements for 2024/25. It includes: <ul style="list-style-type: none"> ▪ A summary of debts written off in each debt area showing the reasons for write-off and values. ▪ Collection performance for Council Tax and Non- Domestic Rates. ▪ Level of arrears outstanding ▪ Level of provision for bad and doubtful debts
Options considered.	To leave the write-off limits as they currently are or to increase these to a higher figure.
Consultation(s)	We are pleased to reach this year's collection performance targets for council tax & Non-Domestic (Business) Rates whilst also working hard to reduce avoidance and fraud which with the cost-of-living crisis is a difficult time to for enforcement.
Recommendations	For the Committee to consider the report and recommend that Full Council: <ol style="list-style-type: none"> 1. approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection. 2. approves the continued delegated authority as shown in appendix 2 for write offs.

Reasons for recommendations	The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.
Background papers	Corporate Debt Management and Recovery Policy -Appendix 1; Debt Write Off Policy - Appendix 2 and Recovery Methods including Enforcement Agent Code of Practice and Enforcement Agent Instructions - Appendix 3.

Wards affected	All wards
Cabinet member(s)	Lucy Shires
Contact Officer	Sean Knight, Revenues Manager Sean.Knight@north-norfolk.gov.uk

11. **HOUSING BENEFIT DEBT RECOVERY REPORT - 1ST APRIL 2024**
TO 31ST MARCH 2025
111 - 128

Executive Summary	<p>This report provides an update on Housing Benefit debt recovery detailing the Councils' collection performance and debt management arrangements for 2024 – 25.</p> <p>The report includes a:</p> <ul style="list-style-type: none"> ▪ A brief overview of Housing Benefit overpayments ▪ Housing Benefit Debt Recoveries performance ▪ Key trends and known risks to performance ▪ Recommendations of future recovery strategies
Options Considered	<p>To continue with the write-off limits at their current levels.</p> <p>To continue to recover outstanding debt within the current guidelines.</p> <p>The implementation of additional recovery methods to maximise recovery options to the Council.</p>
Consultation(s)	No consultation is required as this is a statutory requirement.
Recommendations	<p>(i) Note the performance of the debt management function carried out by the Benefits service.</p> <p>(ii) Note the debt write-offs for the year.</p> <p>(iii) Note the emerging impact of Universal Credit on collection levels.</p> <p>(iv) To support the implementation of future</p>

	<p>recovery strategies.</p> <p>(v) To recommend that Full Council approves the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.</p>
Reasons for recommendations	Recommendation is to approve the annual report in relation to Housing Benefit Overpayment recovery and to approve the continued use of legislated recovery methods to ensure revenue to the Council is maximised.
Background papers	Housing Benefit Overpayment Policy (Appendix 1) Corporate Debt Management and Recovery Policy Debt Write Off Policy

Wards Affected	All
Cabinet member(s):	Wendy Fredericks
Contact Officer	Trudi Grant, Benefits Manager (01263 516262) trudi.grant@north-norfolk.gov.uk

12. HOMELESSNESS & ROUGH SLEEPER REVIEW

129 - 142

Executive Summary	This report provides an outline of progress with the homelessness review, which is a key stage in the development of the Council's Homelessness and Rough Sleeping Strategy; together with an update on actions in response to the recommendations made by the Homelessness Task and Finish group to Overview & Scrutiny to reduce the impact of homelessness.
Options considered	A range of options will be considered as part of the development of Homelessness and Rough Sleeping Strategy.
Consultation(s)	A range of stakeholders have been and will be consulted in development of the strategy including partner agencies, residents, parish and town councils, district councillors, staff.
Recommendations	That Overview & Scrutiny Committee note the report and provide feedback on the Homelessness & Rough Sleeper Review.
Reasons for recommendations	To provide an opportunity for Overview & Scrutiny Committee pre-scrutiny of the Homelessness Review, ahead of the development of the full strategy.

Background papers	Homelessness Task & Finish Group – report to Overview & Scrutiny Committee 20 th September 2024 Officer Update to the Homelessness Task and Finish Group Recommendations – 12 th February 2025.
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Wards affected	District-wide
Cabinet member(s)	Cllr Fredericks, Portfolio Holder for Housing and Peoples' Services
Contact Officers	Karen Hill, Assistant Director People Services, karen.hill@north-norfolk.gov.uk Nicky Debbage, Housing Strategy & Delivery Manager, nicky.debbage@north-norfolk.gov.uk

13. 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:

WORK PROGRAMMES

14. THE CABINET WORK PROGRAMME 143 - 148

To note the upcoming Cabinet Work Programme.

15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 149 - 160

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.

16. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 11 June 2025 in the Council Chamber - Council Offices at 9.30 am

**Committee
Members Present:**

Cllr P Bailey

Cllr J Boyle

Cllr C Cushing

Cllr A Fletcher

Cllr M Hankins

Cllr P Heinrich

Cllr V Holliday (Chairman)

Cllr N Housden

Cllr C Rouse

Cllr K Bayes

**Members also
attending:**

**Officers in
Attendance:**

Democratic Services Manager and Assistant Director for Finance,
Assets, Legal & Monitoring Officer

**Also in
attendance:**

Mr G Tuffs, Mr A Outram (Anglian Water)

14 SUBSTITUTES

None.

15 PUBLIC QUESTIONS & STATEMENTS

None received.

16 MINUTES

The minutes of the meeting of the Committee held on 9th April were approved as a correct record, subject to the following amendments:

Page 3 – paragraph 6 should read ‘hard to quantify’

Page 3 – paragraph 3 should read ‘Norwich/Ipswich area’

Page 7, Minute 291 – change ‘dome’ to ‘some’

The minutes for the meeting held on 14th May 2025 were approved as a correct record subject to the following amendments:

List of attendees – Cllr Dixon should be listed as present

Page 10, paragraph 3 – should read ‘cash deposits ‘from’ residents

Page 12 – paragraph 4 – should read ‘progress had been made recently’

Page 12 – paragraph 3 – change from ‘during’ to ‘drawing to a close’

Page 14 – paragraph 8 – should read ‘Angliana Water’

17 DECLARATIONS OF INTEREST

None.

18 ITEMS OF URGENT BUSINESS

None received.

19 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

There were no matters for consideration referred to the Committee by a member.

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

There were no responses of the Council or Cabinet to the Committee's reports or recommendations.

22 DELEGATED DECISIONS MARCH TO MAY 2025

The Chairman explained that this was a statutory report, presented for the committee's information.

It was **RESOLVED**

To receive and note the report and the register of decisions taken under delegated powers.

23 ANGLIAN WATER BRIEFING - UPDATE ON SEWAGE OUTFLOWS IN THE DISTRICT

The Chairman introduced Mr G Tuffs (Regional Engagement Manager) and Mr A Outram (EDM Regulation Manager) from Anglian Water to speak. They opened the session with a presentation which covered the following:

- An overview of storm overflows, why they occur, how they are monitored, planned improvements and AW's annual 'spills' performance
- A summary of proposed investment across the region by Anglian Water between 2025 and 2030.
- An overview of AW's 'Just Bin it' campaign.

The Chairman thanked them for the presentation.

She reminded members that some questions had been submitted in advance of the meeting and these would be addressed first.

Cllr J Toye had asked a general question about AW's work programme and planned improvements and these had been covered by the presentation. The Chair said that it would be helpful to understand the percentage of investment in North Norfolk. Mr Tuffs said that £103m was a significant amount considering the size of the district, population and geography and the state of existing assets in the area. All investment was done on a priority basis – such as maintaining water flow and dealing with pollution.

Cllr C Cushing sought clarification on the size of the region referred to by AW – how large was it and which areas did it cover and he then asked how the schemes for North Norfolk were prioritised. Mr Tuffs replied that AW's region was the largest by geography in the UK, stretching from North Lincolnshire, across to Oxfordshire and down as far as East London. There were 6 million customers and the landscape was challenging, including bore holes, rivers, coastline and a flat landscape. He added that there was a lot of investment in environmental protection, as mandated by the Department for Environment, Food and Rural Affairs (DEFRA) and consequently, some of the money was already allocated for this purpose. He said that there were two new reservoirs in East Anglia, both of which were huge infrastructure projects. There was also a large desalination project at Bacton and the construction of a 500km strategic pipeline from North Lincolnshire to Cambridgeshire and then Suffolk and Essex.

Cllr N Housden said that investment of £103m over 5 years amounted to effectively £21m a year and the desalination at Bacton would diminish this amount substantially. Mr Tuffs replied that it was a long-term project and he didn't have the cost figures available but would provide them after the meeting. He confirmed that research and development came out of the overall 'pot'.

Cllr P Heinrich commented that there was a significant amount of development planned for the next 10 years and he asked how AW's investment plans had taken population growth into account. Mr Tuffs replied that AW's business plan had been developed before the current Government's uplift in housing development and therefore did not reflect the impact this would have on water supply and drainage. He added that in the next 20 years, there would be an additional 700k new homes built and AW would be working with local authorities to plan ahead and ensure they were prepared. It was important to find the balance between supporting the provision of new homes and protecting the environment. Cllr Heinrich replied that it seemed to be a 'hope for the best' approach. Mr Tuffs confirmed that this effectively was the case as housing growth numbers had changed after the company's business plan had been submitted to the Regulator.

Cllr Heinrich then referred to the question that he had submitted in advance of the meeting, specifically the significant growth planned for North Walsham and the impact on water provision and if there were any planned improvements for the Marshgate treatment works to ensure that pollution at Mundesley beach and the North Walsham & Dilham Canal was prevented. Mr Tuffs replied that AW had a duty to provide water to new houses. The rollout of smart meters would help manage consumption and also help to identify leaks and they would work with local authorities as new homes came online. Regarding Marshgate, he said that there was currently sufficient capacity and that spill data for this facility was very low. Cllr Heinrich said that it would be helpful for North Walsham Town Council to have a presentation on this matter.

Cllr J Boyle referred to the earlier presentation and the information on spills data. She said that it was hard to ascertain the direction of travel from the slide that had

been shown and to understand whether there was a correlation between rainfall and spills. Mr Tufts replied that he would extract the data relating to North Norfolk and share that after the meeting in a written update. Mr Outram added that line by line spill data was available now, so it was possible to see as much detail as required.

The Chair said that several members were concerned about the impact of overflows and discharge on chalk streams in the district. Mr Tufts said that AW appreciated that chalk streams were a precious resource and they carefully managed both extraction and discharge, to minimise any impact.

Cllr Fletcher was invited to speak to his pre-submitted question, which related to chalk streams. He referred to the increase in housing development in Briston and asked what measures would be put in place to ensure that the headwaters at the River Bure were protected. Mr Tufts replied that tighter environmental standards had been placed on water companies and for AW this included eleven phosphorous removal schemes, with one at Briston, aimed at protecting chalk streams as well as additional ammonia protections.

Cllr Fletcher asked whether the district's chalk streams could accommodate the impact of the increase in housebuilding and whether the current projections were based on earlier figures that did not include the anticipated housing growth. Mr Tufts replied that AW would scale up projections to deal with demand.

Cllr C Cushing referred to the River Wensum and said that Fakenham had two sewage treatment works and in 2024, there were 847 hours of storm overflow discharge which seemed large for such a delicate environment, especially as they had storm overflow tanks. Mr Tufts said that he didn't have information on overflow events in Fakenham to hand but added that there was an accelerated programme in place to remove phosphorous. He said that he would provide data on investment in Fakenham together with overflow events. Cllr Cushing said that Fakenham was part of the urban area extension programme, with 950 new homes planned and this gave even greater cause for concern regarding the impact on the River Wensum.

Cllr P Neatherway referred to his pre-submitted question regarding Felmingham, where the sewerage treatment unit was not capable of handling the amount of waste currently being passed to it and Anglian Water were tankering away the excess daily to stop the effluent overflow from contaminating nearby homes and allotments. He wondered, given the anticipated housing growth in the village, what were Anglian Water's plans for resolving these issues and asked about the possibility of connection to mains sewerage. Mr G Tufts replied that the decision regarding the installation of mains sewerage was not driven by AW. Residents had to apply to the Environment Agency (EA) and AW initially. The sewerage projects for the next five years had already been agreed, so it would be at least 5 years before a new application was considered. He acknowledged the tankering issue at Felmingham. AW was aware of the pressure on the system and they were looking for new solutions, with testing ongoing. One option was to construct a new soakaway and other solutions such a pump away arrangement or a change on the discharge point.

Once a decision had been made then AW would share this with the local community.

Cllr K Bayes said that he also had concerns about capacity issues in Stalham with the planned increase in housing growth. He then asked whether AW had any plans to cope with storm overflow events by engaging with landowners to treat the effluent by reed bed or similar structures. Mr G Tuffs replied that regarding capacity, there was headroom to cope with growth in Stalham. He said that AW had a wetland project at Inglethorpe and more were planned across the region and they would be working with farmers and landowners to develop this approach. Storage of floodwater was also being explored.

AW had a landowner/farmer engagement team and they would put any interested parties in touch with their catchment team.

Cllr Bayes then asked about discharge data and whether there was a correlation between when the discharge took place and when rainfall occurred. Mr A Outram replied that there was a project ongoing that was looking at dry day spills and this information would be assessed against rainfall data. He explained that some catchments took a while to feed through to the monitor, so there could be discrepancy there. All the available data was being reassessed and consideration would then be given as to how to address problem areas. Cllr Bayes said that it would be helpful to see the reasons behind dry day spills.

Mr Outram said that every spill was assessed and there were new staff focussing on spill reduction and visiting areas of concern.

Cllr N Housden referred to the issue of run-off from areas of hard standing in new developments and whether AW was able to impose any controls. He also asked whether there were any elements of legislation regarding rainwater harvesting. Mr Tuffs replied that regarding hard standing run-off, this was a matter to be addressed at the planning stage and not AW's responsibility. He added that water companies were not statutory consultees in planning applications and this was an issue that they would like to see addressed. He went on to say that AW would like to see new developments being required to have systems in place to deal with 'grey water and water efficiency measures in every new home. He said that AW would deal with run-off from hard-standing if it got into their infrastructure. He agreed with Cllr Housden that water companies should have input into planning applications and said that AW would be supportive of the Council lobbying local MPs and central government on this matter.

Cllr M Hankins asked for more information about AW's relationship with the regulators (OFWAT, Environment Agency and the Drinking Water Inspectorate) and whether they were just 'scrutineers' or were actively involved in the early stages of the business plan process. Mr Tuffs explained that the regulators analysed AW's proposals very closely and in the EA's case mandated environmental spend. He said that AW's business plan was approved by OFWAT and any changes they made could be challenged. Ultimately AW had a positive relationship with the regulators.

Cllr A Brown, Portfolio Holder for Planning, said that the Council had the foresight to submit a Local Plan early and hoped to alleviate pressure regarding housing growth. He asked AW how they would cope with the pressure of an additional 1.5m homes. Mr Tufts replied that they had robustly challenged the pace of growth and said that there was currently capacity to accommodate all of the applications approved so far. AW continued to push for homes with planning permission to be built first.

Cllr Brown asked if AW was disappointed that there were no new reservoirs to be built in North Norfolk. Mr Tufts replied that there was one in Cambridgeshire in the Fens and water could be transported across the region from there.

Cllr W Fredericks, Portfolio Holder for Housing, said that AW were a consultee on planning applications. She then referred to new developments in rural areas and said that there were considerable challenges following the Grenfell recommendation regarding water pressure so that fire hydrants were able to extinguish house fires. There was no adequate pressure in many rural villages to comply with this requirement and housing associations were having to sink large tanks below ground into rural development schemes, at a huge cost – approximately £100k. She asked whether AW would be willing to work with the Council and HA's to try and find a solution to this problem. Mr Tufts agreed and said he would be happy to discuss further. He wasn't sure on the rules for water used by the fire service and said that he would look into it.

The Chair followed this by asking whether there was a wider issue with low water pressure in rural villages. Mr Tufts said that demand, leaks and hot weather could place pressure on the system. There were set limits on water pressure levels and residents should report it if they were having issues. Cllr Holliday then asked about Langham & Great Walsingham sewerage treatment works and whether there were plans to upgrade them. She referred to 1500 hours of overflow at Gt Walsingham last year. Mr Tufts said that this would be covered in the detailed response provided after the meeting.

Cllr K Bayes spoke about leakage data and said that the figures indicated that leakage volume in the network was greater than the amount abstracted for annual food production. He queried whether this was true and also asked for a wider update regarding leakage data. Mr Tufts replied leaks were a big issue for AW and they were constantly dealing with them, adding that AW was the best performing water company in this regard in the UK. Mr Tufts said he would check the comparison between leaks and abstraction and report back. A lot of work was ongoing reminding customers to report leaks and manage their water use carefully. Smart meters were an effective tool in identifying leaks as were satellite systems and AW continued to prioritise reducing leaks.

Cllr C Rouse commented that central government had recently blocked bonuses for Anglian Water and he wondered how they could justify paying out dividends when discharges into water courses continued to be a problem. Mr Tufts replied that the

withholding of bonuses from Chief Executives when a category 1 pollution event had occurred, was a recent change introduced by the government. He said that the link between environmental performance and bonus payments may be reviewed by the regulator in the future but currently, it was accepted that it was the penalty.

Cllr M Gray referred to the earlier discussion on leakages. He said that there were ongoing problems in North Walsham which were now eroding the roads. He asked when the town would be prioritised for these issues to be addressed. Mr Tuffs replied that investment was coming forward across the district and plans for North Walsham would be covered in the report provided following the meeting.

The Chair thanked Mr Tuffs and Mr Outram for attending the meeting and responding to all the questions raised.

Members considered the recommendations that they wanted to make and it was proposed by Cllr V Holliday, seconded by Cllr N Housden and

RESOLVED:

1. That a letter be prepared on behalf of the Committee and sent to the Secretary of State and Local MPs requesting that the following be considered and addressed:
 - i. Water companies should be required to review their current business plans and ensure that they reflect the impact of new housing developments on service supply and demand, including the management of surface water drainage and run-off
 - ii. The possibility of a change in the legislation regarding the status of water companies as statutory consultees in the planning process.
2. That written responses to the questions raised by the Committee are provided by Anglian Water within 2 weeks and that the following additional information be included:
 - i. Data for North Norfolk regarding 'dry day' spills, including dates, location, rainfall levels and the reasons for the spill.
 - ii. Data regarding leakages in North Walsham for the last 12 months
 - iii. Information setting out how Anglian Water consults and engages with landowners regarding nature-based solutions for dealing with overflows and spills – such as reed beds.
3. That Anglian Water should attend in 6 months' time to provide an update to the committee.
4. To support Anglian Water's campaign on preventing blockages by sharing information with local communities.

24 THE CABINET WORK PROGRAMME

The Democratic Services Manager updated the Committee on changes to the Cabinet Work Programme. Cllr M Hankins sought clarification on the process for sign off of the final version of the Local Plan.

25 OVERVIEW & SCRUTINY WORK PROGRAMME AND ACTION TRACKER

The Democratic Services Manager outlined the updated Action Tracker and Work Programme to the Committee. Cllr Cushing requested that the Net Zero Action Plan

was reviewed within the next few months rather than waiting until next March. Cllr Hankins asked whether BT could attend a meeting to give a presentation on the digital switchover programme. The Chair added that it would be helpful for telecoms providers to also attend to respond to questions on mobile connectivity. It was agreed that the data recently collated on mobile connectivity should be shared with members initially and then providers should attend a meeting to respond to questions. It was felt a presentation by BT to all members would be preferable to one just to the committee.

Cllr L Shires raised a concern about access for residents to substance abuse support services and wondered whether this was a topic the committee could look into. Members supported this.

The Committee **agreed** the following:

Action Tracker

- To request that the NZAP report comes to the committee within the next 3-4 months and to be added to the work programme
- That the Portfolio Holder for Sustainable Growth circulates via email to members, the data collected regarding mobile phone coverage in the District. This will then be reviewed ahead of inviting telecoms providers to attend a meeting to respond to questions.
- To explore options for a review of substance abuse support services in the District and prepare a scoping report for members to consider and feed into.
- To contact British Telecom (BT) and request that they provide a presentation to all members on their digital switchover programme.

Work Programme:

- To add the NZAP report to the work programme within the next 3 months
- To add Anglian Water's attendance in 6 months' time
- To add attendance by Telecom providers by the end of the year.

26 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 11.37 am.

Chairman

North Norfolk Overview and Scrutiny Committee

Anglian Water written answer to questions following meeting on 11 June 2025

General/overview

Cllr J Toye:

An update on Anglian Waters plans for further improvement and the work programme and outline timescales for delivery. These can then be reviewed at a future meeting.

It would be helpful to include the following in this: -

- *Percentage of investment in North Norfolk*
- *Upgrading of water treatment centres*
- *North Norfolk focus on 2025 data*

Answer:

We have planned capital investment of **around £103 million in North Norfolk during 2025-2030**. It is important to highlight that planned investments are continually kept under review to ensure that investment is made on a prioritisation basis. Planned investment includes:

- First time sewerage schemes in Antingham, Barton Turf, Hanworth, Bessingham, Happisburgh and Ludham.
- Phosphorous removal schemes which will improve the quality of the treated water released to watercourses such as the River Thurne from 11 water recycling centres (WRCs). This will prevent phosphate pollution that causes algal growth in rivers and is harmful to fish and plant life. The WRCs are – Langham, Corpusty, Stalham, Aldborough, Gresham, Roughton, Briston, Hindolvesten, Sculthorpe, Stibbard-Moors and Ludham Walton-Hall. In addition, a phosphorous removal scheme at Fakenham was originally scheduled to be completed by 31 March 2025. In the Final Determination of our PR24 Business Plan by Ofwat in December 2024, this date was extended to 30 September 2025 to allow for operational optimisation of the infrastructure and for an updated permit for the WRC to be issued.
- Additional treatment processes at Briston, Fakenham, Southrepps and Stalham WRCs to reduce the amount of nitrogen in the treated water returned to watercourse.
- A contribution towards progressing plans for a desalination plant at Bacton (see details below regarding overall planned expenditure on Bacton during 2025-2030).
- Measures to reduce Combined Sewer Overflow (CSO) spill frequency down to <2 spills across all assets impacting Mundesley bathing water.
- Measures to reduce storm overflow discharges at Briston, Horning Knackers Wood and Fakenham WRCs and Fakenham Norwich Road storm overflows. This will be achieved at Briston by increasing the treatment capacity, at Horning Knackers Wood WRC by constructing a wetland stormwater storage system and at Fakenham WRC through sustainable urban drainage / surface water management.
- Measures to enable as much abstracted water as possible to be retained for water supply by recirculating water on site at Metton, Royston Bridge and Sheringham Water Treatment Works.

As highlighted at the Scrutiny Committee meeting, it is difficult to make meaningful comparisons in terms of how proposed investment compares as a percentage of the planned investment across the whole region, or other parts of the region due to factors such as growth, past investment, population and population density.

The table below shows the validated Event Duration Monitor (EDM) data for storm overflows discharges across North Norfolk in 2025 until the end of May. Final numbers may change once data has been checked and assured.

	2025 Jan-May
Total Spills	48
Total Duration (hours)	251.11
Average Spills	1.71
Average duration (hours)	8.37

2. Questions on discharge:

Cllr J Boyle:

To see the statistics on discharge for the last three years so we could make a comparison and see which direction the travel is.

Answer:

The table below shows the EDM data for storm overflow discharges across North Norfolk from 2022-2025. As mentioned above, the data for 2025 is the validated data until the end of May 2025. Final numbers may change once data has been checked and assured.

	2022	2023	2024	2025 Jan-May
Total Spills	382	347	714	48
Total Duration (hours)	3302.88	2211.21	8547.57	251.11
Average Spills	13.17	11.57	23.80	1.71
Average duration (hours)	113.89	73.71	284.92	8.37

Answer:

A detailed breakdown of the EDM data for each storm overflow in North Norfolk from 2022-2025 is also shown overleaf.

Detailed EDM breakdown 2022-2025

Site	2022			2023			2024			2025 verified to date (May)		
	Spills	Duration (h)	Monitor Operation (%)	Spills	Duration (h)	Monitor Operation (%)	Spills	Duration (h)	Monitor Operation (%)	Spills	Duration (h)	Monitor Operation (%)
ALDBOROUGH SEWAGE TREATMENT WORKS	4	9.25	100.00	8	20.95	100.00	6	27.77	92.38	0	0.00	100.00
BRISTON STW	0	0.00	100.00	0	0.00	100.00	0	0.00	100.00	0	0.00	100.00
CROMER PROMENADE	0	0.00	100.00	6	0.90	100.00	2	0.17	100.00	1	0.10	99.99
CROMER STW	88	399.10	100.00	33	69.40	100.00	91	523.80	99.87	8	63.16	100.00
ERPINGHAM-CALTHORPE BRIDGE SP	15	73.25	100.00	16	88.00	100.00	36	304.50	83.99		67.25	100.00
FAKENHAM STW (NEW)	1	1.75	100.00	4	34.75	100.00	42	843.75	100.00	0	0.00	100.00
FAKENHAM-NORWICH ROAD OV	1	1.25	100.00	1	0.25	98.94	10	3.25	100.00	0	0.00	99.98
GIMINGHAM-NR MILL TPS	2	0.50	100.00	17	18.75	99.99	5	2.25	99.74		0.50	98.08
GREAT WALSINGHAM STW	1	0.25	100.00	3	3.33	100.00	6	26.40	100.00	0	0.00	100.00
HOLT-MAIN ROAD STW	6	16.75	100.00	4	8.25	100.00	6	4.53	100.00	0	0.00	98.72
HORNING-KNACKERS WOOD STW	115	2167.00	100.00	72	1317.50	100.00	203	4359.50	99.83	6	64.75	97.83
LANGHAM STW (NORFOLK)	3	12.50	100.00	11	98.76	100.00	88	1500.57	100.00	1	0.07	100.00
LUDHAM-WOMACK STAITHE TPS	0	0.00	100.00	0	0.00	100.00	1	0.25	100.00	0	0.00	100.00
MELTON CONSTABLE-BURGH BECK SP	2	2.75	100.00	4	31.25	100.00	13	47.75	100.00	1	1.50	100.00
MUNDESLEY-DELL CHALET PK OV	8	1.30	99.99	8	1.60	97.82	3	1.30	100.00	0	0.00	47.37
MUNDESLEY-KNAPTON RD OUTFALL	48	173.50	100.00	43	174.98	100.00	87	371.50	99.99	14	42.06	100.00
MUNDESLEY-NEW PROMENADE TPS	3	8.43	100.00	3	19.87	100.00	2	6.70	100.00	0	0.00	100.00
NORTH WALSHAM STW SSO/EO	2	3.00	100.00	5	21.03	100.00	6	9.73	100.00	0	0.00	100.00
NORTH WALSHAM, MARSHGATE PS, NORTH WALSHAM STW	0	0.00	100.00	2	1.25	100.00	2	0.50	100.00	0	0.00	100.00
NORTH WALSHAM-BLUEBELL ROAD OV	3	1.25	99.72	8	7.00	99.99	5	2.75	100.00	0	0.00	63.55
OVERSTRAND-PAULS LN SM	24	15.50	100.00	28	24.00	100.00	14	12.75	99.98	9	6.00	99.99
RUNTON WEST WATER LN TPS	17	38.77	99.96	26	99.99	94.84	32	116.73	100.00	4	4.19	99.99
RUNTON-BEACH RD TPS	2	0.33	73.98	5	7.99	99.99	5	1.87	100.00	1	0.03	99.48
SHERINGHAM BEACH RD	1	0.20	100.00	3	5.56	97.26	0	0.00	100.00	0	0.00	99.98
STALHAM STW	21	367.75	100.00	14	102.89	100.00	34	341.20	100.00	0	0.00	96.20
STALHAM-MILL ROAD TPS	11	6.25	99.87	6	13.00	99.90	5	7.50	100.00	2	1.00	50.93
WELLS-FREEMAN ST OV	3	1.25	99.96	12	16.25	100.00	4	1.75	100.00	1	0.50	99.84
WELLS-FREEMAN STREET STW	1	1.00	100.00	3	15.71	100.00	6	28.80	99.98	0	0.00	100.00
WEYBOURNE-BEACH LANE SP	0	0.00	100.00	2	8.00	100.00	0	0.00	100.00	0	0.00	100.00
TRIMINGHAM-RESERVOIR OV				0	0.00	100.00	0	0.00	100.00	0	0.00	98.82
Average	13.17	113.89	99.09	11.57	73.71	99.62	23.8	284.92	99.192	1.71	8.37	95.02
Total	382	3302.88		347	2211.21		714	8547.57		48	251.11	

Cllr V Holliday:

Please present the data on the following:

Storm overflow data for North Norfolk (selected outflow regulatory return data for 2024 for North Norfolk ie all the waste water treatment works and receiving water bodies in our district)

Data fields to be extracted please:

- *Site name (name of waste water treatment works (WTW))*
- *Storm discharge asset type (eg storm tank at WTW)*
- *Receiving water/ environment (common name)*
- *Bathing waters*
- *Total duration all spills*
- *Counted spills*
- *Investigation activity for reported period*
- *Improvement activity for reporting period*

Data to cover last 2 -3 years to see direction of travel.

Answer:

The requested data is included in the attached document. Please note that the Investigation and Improvement activities were completed where our spills team had carried out specific investigations.

A Fletcher:

In view of the considerable increase in housing provision demanded by the Westminster Government, and the corresponding change in the Local Plan, could Anglian Water outline how they intend to protect rivers, and associated fragile ecosystems from the effects of large-scale building projects? The headwaters of the River Bure in Briston will be impacted by the extension of the area designated for development behind Astley School, but the threat is more generalised than this, given the number of similar chalk streams in the area.

Answer:

We play an active role in reviewing and commenting on local authority Local Plans and are a statutory consultee.

In terms of our role in planning, we are not a statutory consultee on planning applications and under the Water Industry Act 1991, any development with planning permission has an automatic right to connect to Anglian Water foul sewers, regardless of capacity issues/concerns. That said, we do actively engage in the planning process by responding to major developments (10 dwellings or more). We also comment on specific minor proposals if requested to do so by the Local Planning Authority.

We have recently changed our approach to commenting on planning applications and where capacity is not available at a WRC to accommodate growth, and we do not have a growth scheme:

we will object to the development due to the possible environmental harm from flow. In addition, where we do have an approved growth scheme, we will recommend a pre-occupation condition is applied if permission is granted, to ensure no connections are made until we have delivered the capital scheme. But as developers do currently have the automatic right to connect, we rely on local planning authorities to take our concerns and comments on board, encouraging them to work with us on a phased growth approach so that infrastructure can keep pace with new development.

In addition, our planned investment in 2025-2030 includes a number of schemes which will help to improve the quality of river water. These include:

- Phosphorous removal schemes which will improve the quality of the treated water released to watercourses from 11 water recycling centres. This will prevent phosphate pollution that causes algal growth in rivers and is harmful to fish and plant life. Details of the WRCs are included above on page 1. As mentioned on page 1, A phosphorous removal scheme at Fakenham was originally scheduled to be completed as part of AMP7 by 31 March 2025. In the Final Determination of our PR24 Business Plan by Ofwat in December 2024, this date was extended to 30 September 2025 to allow for operational optimisation of the infrastructure and for an updated permit for the WRC to be issued.
- Additional treatment processes at Briston, Fakenham, Southrepps and Stalham WRCs to reduce the amount of nitrogen in the treated water returned to watercourse
- Measures to reduce storm overflow discharges – as outlined above on page 1.

5. Cllr V Holliday:

What is the timetable for planned improvements to reduce nutrient pollution and sewage overflows at waste water treatment works where the receiving water bodies are chalk streams in our district.

Answer:

The programme of investments for delivery between 2025-2030 at our WRCs relating to nutrient neutrality, other WINEP (Water Industry National Environment Programme) schemes to improve habitats and biodiversity and schemes to reduce storm overflow discharges are:

- ALDBOROUGH-THWAITE HILL WRC, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- BRISTON WRC, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- BRISTON WRC, WINEP, Investment for Nutrient Neutrality for Nitrogen to 10mg/l
- CORPUSTY WRC-BESIDE RIVER, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- FAKENHAM WRC (OLD AND NEW), WINEP, Investment for Nutrient Neutrality for Nitrogen to 10mg/l
- FAKENHAM WRC (OLD AND NEW), WINEP, This Investment is to deliver the AMP8 Habitats scheme as part of AMP7 Accelerated Infrastructure Delivery (AID) to meet Nutrient Neutrality Targets. Phosphorus-Removal Action (0.25mg/l)

- GRESHAM-CHEQUERS INN WRC, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- HINDOLVESTON WRC, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- LANGHAM WRC (NORFOLK), WINEP, Identification of a Phosphorus-Removal Action (1.5 mg/l) to ensure no Waterbody is in a Poor or Bad ecological status due to Water Company activities by 2030
- LUDHAM STW, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- ROUGHTON STW, WINEP, Identification of a Phosphorus-Removal Action (1mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- SCULTHORPE-RAF CAMP STW, WINEP, Identification of a Phosphorus-Removal Action (0.25mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- STALHAM STW, WINEP, Identification of a Phosphorus-Removal Action (0.25 mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- STALHAM STW, WINEP, Investment for Nutrient Neutrality for Nitrogen to 10mg/l
- STIBBARD-MOORS END RD HSW, WINEP, Identification of a Phosphorus-Removal Action (2mg/l) to maintain or restore the habitats and species, within a Waterbody that is a designated European site
- Measures to reduce Combined Sewer Overflow (CSO) spill frequency down to <2 spills across all assets impacting Mundesley bathing water.
- Measures to reduce storm overflow discharges at Briston, Horning Knackers Wood and Fakenham WRCs and Fakenham Norwich Road storm overflows. This will be achieved at Briston by increasing the treatment capacity, at Horning Knackers Wood WRC by constructing a wetland stormwater storage system and at Fakenham WRC through sustainable urban drainage / surface water management.

Timing - Excepting the phosphorus removal scheme at Fakenham (Accelerated Infrastructure Delivery scheme), all the nutrient neutrality upgrades and storm overflow activities are programmed for delivery in AMP8 2025-2030. The Fakenham phosphorous removal scheme is due for completion in September 2025.

4. Questions relating to housing development pressures on water supply and wastewater treatment

Cllr P Heinrich:

There are two key questions relevant especially to the significant growth proposed for North Walsham:

1. The two water towers and associated boreholes were constructed in the early 1950's to serve a population of some 5000 people. The projected population once new housing is complete will be in excess of 20000 people. How do you propose to ensure an adequate water supply?

Answer:

Details about our approach to commenting on planning applications are outlined above on pages 4 and 5.

Securing and maintaining water for our region is our biggest challenge. Hotter than average temperatures and the lowest level of rainfall make our region prone to drought, with this predicted to intensify in the future. This, combined with the estimated 700,000 new residents in the East of England over the next 20 years, will put enormous pressure on water resources.

However, we look forward and plan for growth and demand by considering water and drainage capacity at least 10 years ahead of current major housing and non-household development. Our Water Resources Management Plan (WRMP) sets out how a sustainable and secure supply of clean drinking water will be provided to customers over a minimum 25-year period. The latest DWMP which was published in May 2023 is available [here](https://www.anglianwater.co.uk/SysSiteAssets/household/about-us/dwmp/dwmp-1.pdf).

(<https://www.anglianwater.co.uk/SysSiteAssets/household/about-us/dwmp/dwmp-1.pdf>)

This is why we're investing heavily in water security – since 2020 we have invested over £1bn in long term water supply resilience. Our investment includes £230 million in two new reservoirs – one in the Cambridgeshire Fens and the other in South Lincolnshire. These will supply water to an additional 625,000 properties in our region and ensure that all our customers have at least two sources of water supply. Alongside this, we are investing over £500 million on interconnecting pipelines which will help us to unlock new water resource options in future and transfer water from areas of our region with a water surplus to areas in deficit.

We also have an industry-leading smart metering programme and have recently finished our initial rollout. This saw over 1 million smart meters installed across the region. Smart meters not only give customers visibility of the water they are using, but they also help our engineers find and fix leaks. Since the programme started, we have saved an average of 14 litres of water per property per day in leaks, this has stopped 14 million litres of water getting wasted every day. This programme is continuing – we will invest £130 million to complete our 10-year smart meter rollout, so that every customer in our region will have a smart meter by 2030.

In North Norfolk, we support the District Council's local plan, which makes provision for up to 10,000 new homes in the district by 2026 and sets local water efficiency standards higher than the optional standard for building regulations (110 litres/person/day). We are currently reviewing and reassessing the demand forecast (including non-household) for WRMP29. The smart meter rollout will also help customers in North Norfolk to understand and change their water usage and help identify leaks.

To ensure we are protecting the environment, the Environment Agency has asked us to give up many of our abstraction licences. We support this as we recognise the importance of leaving more water in the natural environment, particularly to protect our rare and unique chalk streams. But, we need to ensure we can provide a resilient supply of clean water for years to come, and that is why we are planning to build a desalination plant at Bacton. As part of our WRMP24, this site will provide 25MI/d potable water by 2040, and we have funding in our business plan (2025-2030) to develop these plans.

2. Although new developments will have SUDS, so reducing rainwater discharge into sewers what improvements are planned for Marshgate treatment works and the Gimingham CSO in order to prevent pollution issues on Mundesley beach and the North Walsham & Dilham canal (River Ant).

Answer:

Our AMP8 investment (2025-2030) includes a scheme to reduce spill frequency down to <2 spills across all assets impacting Mundesley bathing water. The assets are:

Dell Chalet Park MUNDOV CSO, the Mundesley Storm Tank PS and Gimingham CSO and Mundesley Knapton Rd CSO.

In terms of Marshgate WRC, there is currently substantial on-site capacity to store storm water during wet weather events. Last year, we implemented an investment programme to automate the return of the storm water to the head of the treatment plant. This automation ensures that tank levels are maintained as low as possible, significantly reducing the need for operator intervention and helping to minimise storm overflow discharges. These improvements are reflected in the site's spill data.

We have also recently carried out investment in the form of on-site flow monitoring to give us a rigid insight into site capacity and flow data - this piece of work being completed 3 years earlier than scheduled. As it stands, there are no further capital schemes planned for the 2025-2030 period due to the site operating within permitted limits, although this is kept under review.

Cllr P Neatherway:

There is a growing issue in Felmingham where the sewerage treatment unit is clearly not capable of handling the amount of waste currently being passed to it and Anglian Water are currently tankering it daily to stop the effluent overflow from contaminating the nearby homes and allotments. Given that there are housing planning applications currently under consideration that would be expected to be added to it and the possibility of a housing scheme being approved a short distance away under the "Small Village" programme which would also require a sewerage solution, what are Anglian Water's plans for resolving these issues and a realistic time scale for them?

Answer:

We are tankering this site due to the existing soakaway system being hydraulically overloaded. Over the years, additional surface water connections have progressively contributed to the volume of flow entering the system, resulting in a level of infiltration that the original infrastructure was not designed to manage.

As a result, the infiltration system is no longer able to cope with peak flows, particularly during wetter periods, and tankering is necessary to prevent effluent overflow and protect nearby properties and allotments.

We are aware of the pressures on this system and are assessing longer-term solutions. One of the potential solutions currently under investigation to address the site's capacity constraints is the

construction of a new soakaway within the existing site boundary. To assess the feasibility of this option, a percolation test will be undertaken in the coming weeks to evaluate the soil's suitability for an infiltration system.

In parallel, we are also exploring alternative solutions, including a potential pump-away arrangement or a change to the discharge point.

These options are currently under review, and we are working to identify the most appropriate solution, with full consideration given to the need for a timely resolution.

Cllr K Bayes:

On a local level at Stalham, what is the current situation regarding the capacity of the wastewater treatment works and how much headroom do they have for future development? Also does Anglian Water have any plans to cope with storm overflow events by engaging with landowners to treat the effluent by reed bed or similar structures.

Answer:

There is sufficient dry weather flow headroom at Stalham WRC to accommodate committed growth with planning consent and proposed growth in the forthcoming Local Plan.

There is also an investigation into overflows with the output likely to form the basis of proposed funding during AMP9 (2030-2035) to reduce the frequency of overflows at Stalham WRC and Stalham Mill Terminal pumping station. Nature based solutions would be considered as part of any future investment.

Additional questions following the meeting:

Data for North Norfolk regarding 'dry day' spills, including dates, location, rainfall levels and the reasons for the spill.

Answer:

Dry day spill data is not publicly available yet as we are currently refining the methodology with the Environment Agency and other water companies. We must make sure we are analysing the data in a consistent way. We will share what we can in due course as we realise there is a great deal of interest and concern about dry day spills.

<https://environmentagency.blog.gov.uk/2024/08/28/what-are-dry-day-spills/>

Data regarding leakages in North Walsham for the last 12 months

Answer:

Since 1 April 2024 the following leaks have been identified in North Walsham:

- 30 leaks at individual properties which were the responsibility of customers to repair, i.e. past the controlling stop tap or the boundary of the public highway
- 11 burst mains on the main distribution line
- 97 leaks on other Anglian Water assets such as valves, stop taps and fire hydrants

Information setting out how Anglian Water consults and engages with landowners regarding nature-based solutions for dealing with overflows and spills – such as reed beds.

Answer:

We carefully consider the best way to reduce storm overflow spills at individual sites, including wherever possible, nature-based solutions and work closely in partnership with landowners where this is identified as an option.

We are currently developing a sustainable urban drainage landowner engagement strategy and will provide a further update on this as soon as possible.

Cost of desalinisation project at Bacton – and the impact on the overall spend in North Norfolk (Cllr Housden)

We have around £79m planned investment for this business plan period (2025-2030) in relation to planning and development activities for the desalination plant at Bacton. £4.1million of this is part of the £103million planned investment in North Norfolk.

Detailed North Norfolk breakdown of ‘spills data’ (Cllr Boyle)

Answer:

A detailed breakdown of the EDM data for each storm overflow in North Norfolk from 2022-2025 is shown above on page 3.

Data on investment and flow rates in Fakenham including discharge into the River Wensum (Cllr Cushing)

Answer:

A detailed breakdown of the EDM data for Fakenham is included in the table above on page 3. As discussed at the Scrutiny Committee, rainfall does impact the number of storm overflow discharges, and this is reflected in the data for Fakenham in 2024. As shown in the table, validated data to the end of May 2025 shows that there had been no spills from either the WRC or Norwich Road storm overflows.

In terms of planned investment, there are planned spill reduction schemes during 2025-2030 at both Fakenham WRC and Fakenham Norwich Road to reduce spill frequency at each site to less than 10 per year by March 2030.

Invitation from Councillor Fredricks for Anglian Water to work with her and Housing team on the current requirement for Housing Associations to instal large underground tanks for use in tackling fires at considerable cost (£100k per development). It was suggested that discussions with your team could be helpful in coming up with some possible solutions going forward.

Answer:

There is national guidance that fire services follow when developers apply for planning permission.

When it comes to private storage tanks, we are unfortunately unable to comment on size or suitability due to the fire service and insurance requirements. We are also not experts about potential solutions available in the private market.

As a result, our input is limited to modelling the connection size for a tank that the developer is looking to install and/ or advising on the instantaneous flow available from a particular part of the network so the developer can obtain quotes and decide which solution to adopt.

Further details about our fire guidance is available on our website [here](https://www.anglianwater.co.uk/developing/water-services/fire-guidance/).
(<https://www.anglianwater.co.uk/developing/water-services/fire-guidance/>)

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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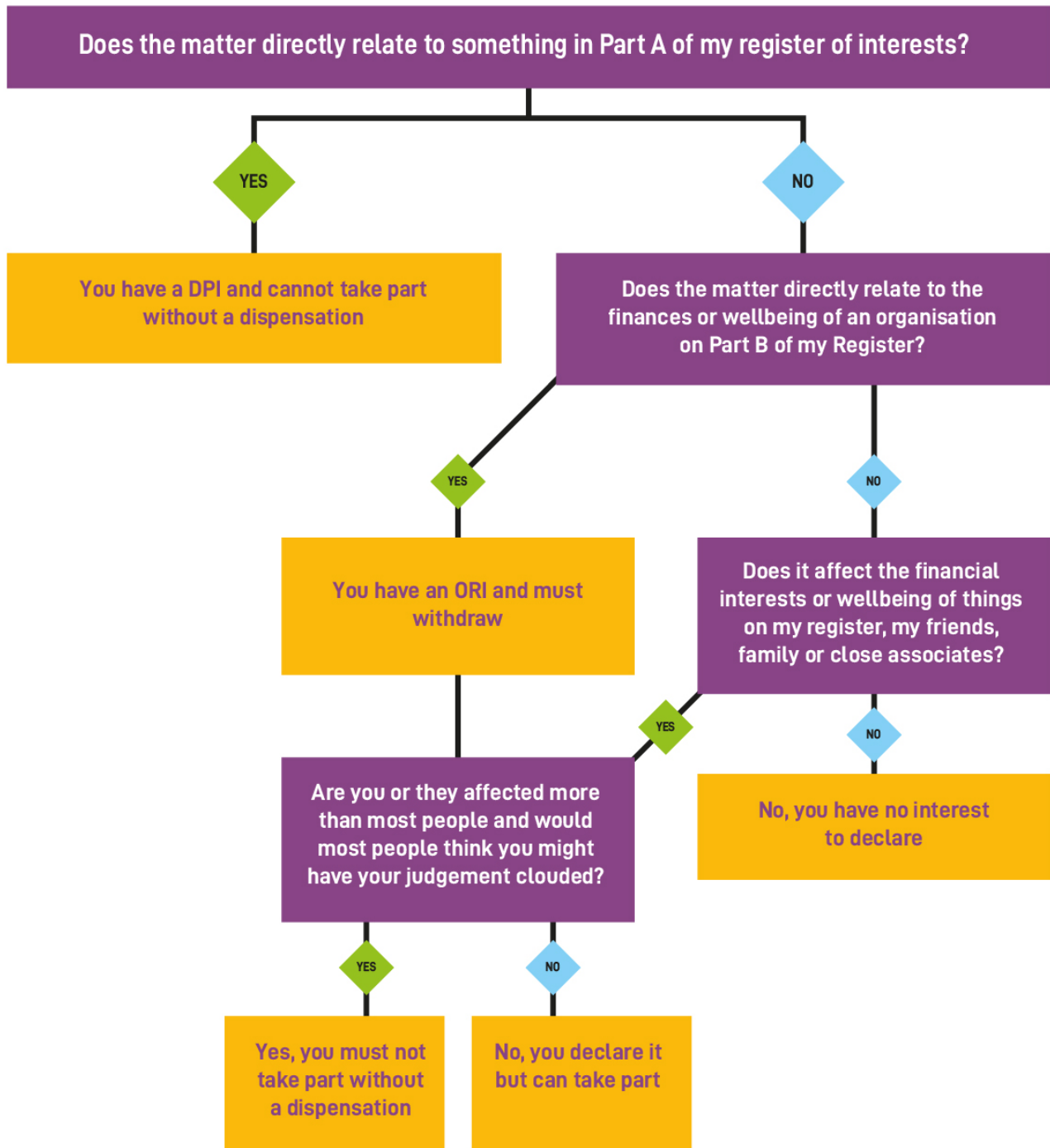
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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

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



2024/25 Outturn Report	
Executive Summary	<p>This report presents the provisional outturn position for the 2024/25 financial year which shows a General Fund underspend of £0.622m. It also provides an update in relation to the Council's capital programme and use of reserves.</p> <p>The position will be used to inform the production of the Statutory accounts which will then be subject to audit by the Council's external auditors.</p> <p>The report makes recommendations for contributions to reserves.</p>
Options considered	None - This is a factual report of the financial year end position for 2024/25.
Consultation(s)	None – This is a factual report of the financial year end position for 2024/25.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <ul style="list-style-type: none"> a) The provisional outturn position for the General Fund revenue account for 2024/25 (as shown in Appendix A); b) The transfers to and from reserves as detailed within the report (and Appendix C); c) The surplus of £0.622m be transferred to the General reserve to mitigate future funding shortfalls. d) The balance on the General Reserve of £2.825m following the transfer outlined above. e) The surplus of £0.384m relating to retained business rates be transferred to the Business Rates reserve. f) The financing of the 2024/25 capital programme as detailed within the report and at Appendix D. g) The updated capital programme for 2025/26 to 2030/31 and scheme financing as outlined within the report and detailed at Appendix E; h) Approval of additional funding to cover capital project overspends of £10,816 as detailed in paragraph 5.7. i) The roll-forward of existing capital project funding from 2024/25 into 2025/26 as detailed in paragraph 5.9. j). To note the addition of £55,000 towards the New Play Area (Sheringham, The Lees) to be funded from the Asset Management Reserve in 2025/26 for a total project budget of £120,000 k) The addition of £6,081 towards the Cromer Offices LED Lighting in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project

	<p>budget of £178,796.</p> <p>l) The addition of £20,000 towards the Public Conveniences (Sheringham & North Walsham) project in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £565,514.</p> <p>m) The addition of the Holt Eco Learning Space scheme for £100,000 into the 2025/26 Capital Programme to be funded by an external contribution.</p>
Reasons for recommendations	To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2024/25. Also to provide a draft opening position for the financial year 2025/26.
Background papers	Budget report, Budget Monitoring reports, NNDR3 return

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Daniel King Director of Resources daniel.king@north-norfolk.gov.uk 01263 516167

Links to key documents:	
Corporate Plan:	Financial Sustainability and Growth
Medium Term Financial Strategy (MTFS)	The outturn position will have an impact on the Reserve Balances, which will become the updated 2025/26 opening balances for the MTFS
Council Policies & Strategies	Corporate Pan 2024-2028

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

Details of any previous decision(s) on this matter	<p>Budget Report – approved by Full Council on 21 February 2024</p> <p>Budget Monitoring Period 4 – taken to Full Council on 25 September 2024</p> <p>Budget Monitoring Period 6 – taken to Full Council on 18 December 2024</p> <p>Budget Monitoring Period 10 – taken to Cabinet on 3 March 2025.</p>
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1. Introduction

- 1.1 This report presents the draft outturn position for the 2024/25 financial year for revenue, capital and reserves along with details and explanations for any variances from the updated budget. The updated budget reflects the budget approved by Full Council in February 2024 updated during 2024/25 for budget virements.
- 1.2 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the detailed appendices.
- 1.3 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2024/25 capital programme. The capital programme for the period 2025/26 to 2030/31 has been updated to take account of the outturn position and is included within this report and appendices.
- 1.4 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in March which covered the first 10 months of the year up to the end of January 2025. At the time this report was forecasting a General Fund underspend of (£0.048m).
- 1.5 **Estimates included in the Accounts**
The provisional outturn position includes some significant figures which are subject to external audit, these are in relation to Benefit Subsidy and Business Rates Retention.
 - a) **Benefits Subsidy** - The benefit subsidy return was completed and submitted by 2 May 2025 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should a subsidy repayment be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.
 - b) **Business Rates** - Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the

National Non-Domestic Rates (NNDR3) Return which is submitted annually. The draft NNDR3 return was submitted to Government 23 May 2025 and is subject to external audit as part of the final accounts audit, before being finalised. As with the benefits subsidy above, the Council operates a Business Rates Earmarked Reserve to help mitigate against any potentially negative impacts of these arrangements

- 1.6 This outturn position final budget monitoring position for the year for the year ending 31 March 2025 is a net (£0.622) surplus. This report recommends contributing the surplus to the General Reserve to offset the impacts of future year budget shortfalls and anticipated negative outcomes of the government funding review.
- 1.7 The final key point is the deadline to publish the draft Statement of Accounts for 2024/25 is 30 June 2025, with the 30-day public inspection commencing after that. The backstop date for the final audited accounts to be published is 27 February 2026. It is anticipated that the external audit of the accounts will be undertaken in the autumn 2025.

2. Summary Financial Position 2024/25

- 2.1 The General Fund position for the year shows a year-end Surplus of (£0.622m). This is after allowing for transfers to Earmarked Reserves for current and known commitments.
- 2.2 Appendix A The General Fund Summary, shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 1 below provides a summary of the General Fund position excluding these charges.
- 2.3 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes.

2.4 Table 1

2024/25 Revenue Account Excluding Notional Charges	Updated Budget £'000	Outturn £'000	Variance £'000
Service Area:			
Corporate	3,011	2,652	(359)
Communities	7,296	5,690	(1,606)
Place and Climate Change	4,044	2,777	(1,267)
Resources	5,865	5,805	(60)
Net Cost of Services	20,216	16,924	(3,292)
Parish Precepts	3,129	3,129	0
Net Interest Receivable/Payable	(1,525)	(1,061)	464
Minimum Revenue Provision (MRP)	488	570	82
Capital Financing	2,448	1,077	(1,370)

Contribution to/(from) Earmarked Reserves	(4,601)	(2,191)	2,410
Contribution to/(from) General Reserve	110	1,252	1,142
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	20,265	19,700	(564)
Government Grants and Council Tax	(20,265)	(20,322)	(58)
Net (Surplus)/Deficit for the Year	0.000	(622)	(622)

2.5 **Net Cost of Service** – the position shows a net surplus of (£3.292m) across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.

2.6 **Non-Service expenditure** – Relates to income and expenditure not directly related to providing specific Council services.

- **Net Interest Receivable/Payable** – relates to the Council's balances invested to provide revenue to assist with funding the budget. The position shows that there was a net deficit of £0.464m at the end of the year. This largely related to interest receivable which was lower than predicted due to reduced interest rates and lower balances available to invest. This is explained further within paragraphs 3.11 to 3.16.
- **Minimum Revenue Provision (MRP)** – is a charge to revenue made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. At the end of the financial year this provision was £0.082m more than anticipated.
- **Capital Financing** - this expenditure line relates to revenue financing allocated to the council's capital programme. The position shows an underspend of (£1.370m) which reflects slippage in the programme. This does not impact on the bottom-line position as all of the finance relates to earmarked reserve movements.
- **Contributions to/(from) Reserves** - As the actual expenditure was below budget and income exceeded budget this has resulted in a reduction in the net movement in reserves that was expected when the budget was set. The actual use of reserves was £2.191m which compares favourably with the budgeted use of reserves of £4.601m. Contribution to earmarked reserves increased from the budgeted £0.110m to £1.252m. Further information on the councils reserves movements can be found at section 4 below and within Appx C.

2.7 Government Grants and Taxation

- This shows the provisional outturn for Business Rates and Council tax.
- £0.050m Council tax discount grant was budgeted for separately but was actually paid over as part of the net Revenue support grant allocation.

3. Net Cost of Services – Detailed Commentary by Expenditure Heading for 2024/25

3.1 The net cost of services shows a year-end Surplus of (£4.715m). This position includes notional charges and is before any transfers to/from earmarked reserves.

3.2 Table 2 below shows the main variances across the standard expenditure headings which comprise the Net Cost of Services.

Expenditure Heading		2024/25 Updated Budget £'000	2024/25 Outturn £'000	2024/25 Outturn Variance £'000 %	
A	Employee Costs	16,618	14,969	(1,649)	-9.9%
B	Premises	4,064	3,924	(139)	-3.4%
C	Transport Related Expenditure	284	278	(5)	-1.8%
D	Supplies and Services	14,515	13,721	(794)	-5.5%
E	Transfer Payment	18,715	19,460	745	4.0%
F	Capital Financing Costs	3,724	2,963	(761)	-20.4%
G	Income	(34,247)	(36,358)	(2,111)	6.2%
Net Cost of Service		23,672	18,957	(4,715)	

3.3 The significant variances categorised under each expenditure heading are outlined in the following section. Further information on these variances can be found at detailed service level within appendix B.

3.4 A. Employee Costs

Table 2a provides further analysis on the Councils employee cost variance

Employee Costs		2024/25 Updated Budget £'000	2024/25 Outturn £'000	2024/25 Outturn Variance £'000 %	
Direct Employee Costs		16,310	14,735	(1,575)	-9.7%
Indirect Employee Exps - Training		205	101	(104)	-50.8%
Indirect Employee Exps. - Other		102	133	31	29.9%
Total Employee Costs		16,618	14,969	(1,649)	

Direct Employee costs –

- An adjustment of (£0.690m) has been made in relation to the current service costs on the Local Government Pension Scheme. This is a technical adjustment that is made in the accounts to comply with Accounting Standards. It reflects the difference between the cash contributions the Council has made into the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary. As these additional costs are reversed out under net operating

expenditure, they have no bottom-line impact on the revenue outturn position although the increase is reflected in long term liabilities on the Balance Sheet.

- A number of funded posts were not filled during the year this has resulted in a saving of (£0.284m) but is offset by a corresponding reduced contribution from earmarked reserves.
- (£0.753m) Savings have been generated from staff turnover, vacancies and changes to working patterns.
- £0.152m People services staffing offset by grant income.

Indirect Employee Expenses –

- Underspends against the training budgets including (£0.011m) qualification training, and (£0.087m) against continuing professional development and generic training, (£0.027m) of this relates to the corporate allocation. This position is partially offset by recruitment costs which are met from turnover savings and not budgeted for separately.

3.5 B. Premises Costs

Table 2b provides further analysis on the Councils premises cost variance

Premises	2024/25 Updated Budget £'000	2024/25 Outturn £'000	2024/25 Outturn £'000	Variance %
Repairs & Maintenance	786	575	(211)	-26.8%
Grounds Maintenance	658	685	28	4.3%
Premises Running Costs	2,620	2,663	43	1.7%
Total Premises Costs	4,064	3,924	(139)	

Repairs and Maintenance –

- Underspends in Repairs and Maintenance both Programmed (£64k) and Reactive (£0.123m). The main areas that were underspent are temporary accommodation properties maintenance had underspends (£52k), alongside the Rocket House (£26k), Cromer Pier (£41k), and Amenity Lighting (£32k).
- Savings in relation to servicing of fixed plant, i.e. lifts. (£0.013m)

Grounds Maintenance –

- Savings in general ground maintenance works (£0.040m) offset by Tree safety works £0.064m.

Premises Running Costs –

- Additional rent of buildings of £0.060m this is linked to election activities and offset by grant income and recoverable charges.
- £0.026m Internal drainage board levies, although additional support has been received to compensate by way of a new burdens grant.
- Higher utilities costs in relation to electricity and water charges £0.043m, this is partially offset by savings of (£0.017m) in business rates and council tax charges.
- Reduced contract cleaning costs (£0.029m)
- Reduction in premises related insurance premiums (£0.041m)

3.6 C. Transport Related costs

- The main elements resulting in the modest net saving of (£0.005m) are mileage expenses and other allowances offset by additional contract hire costs, in relation to woodlands management and the electric pooled vehicle fleet.

3.7 D. Supplies and Services

Table 2c provides further analysis on the Councils Supplies and Services cost variances

Supplies and Services	2024/25 Updated Budget £'000	2024/25 Outturn £'000	2024/25 Outturn £'000	Variance %
Equipment Purchases & Materials	260	201	(59)	-22.6%
Catering	3	3	0	0
Clothing, Uniforms & laundry	11	4	(7)	-62.5%
Printing & Stationery	118	271	154	131.3%
Fees & Services	11,041	10,014	(1,026)	-9.3%
Communications & Computing	1,293	1,207	(86)	-6.7%
Subscriptions & Allowances	408	391	(17)	-4.2%
Insurances – General	158	161	3	2.3%
Grants & subscriptions	1,225	1,548	323	26.4%
Other Supplies & Services		(80)	(80)	-100%
Total Supplies and Services	14,515	13,721	(794)	

The following outlines the significant variances that make up the supplies and services variance. Full variance explanations at service level can be found within appendix B accompanying this report.

Printing and Stationery –

- £0.166m election costs associated with the general election in July 2024. These costs have been offset by grant income from Central Governments electoral claim unit.
- (£0.006m) Savings in stationery purchases, most of which is in relation to paper.

Fees and Services –

- (£0.247m) External Audit fee, incorrect inflation added to the base budget.
- (£0.150m) Local Plan expenditure funded by earmarked reserves
- (£0.055m) Environmental Strategy projects funded by earmarked reserves.
- (£0.541m) Unallocated element of budgeted housing grants and contributions, this is offset by additional costs under other expenditure headings, most notably staffing.
- (£0.064m) Funded costs relating to the transfer of elements of the land charge service to the land registry.
- (£0.042m) ICT Support service, external professional services.
- £0.058m election costs offset by grant funding.
- £0.110m bed and breakfast costs offset by benefit subsidy and client contributions.
- £0.261m Agency costs incurred to cover key vacant posts including Assistant Director for Finance and Chief Technical Accountant posts. Of

this overspend £0.056m was within the public protection team and funded by the Contain Outbreak Management Fund (COMF) grant.

- Waste and Recycling expenditure (£0.181m) Serco contractor payments (Cleansing) £0.163 payments in respect of CCN26 payments. £0.083m higher processing costs to NEWS. (£0.160m) Lower Commercial waste disposal costs.

Communications and Computing –

- The variance under this expenditure heading is due to a reduction in computer software costs partially offset by additional licencing and maintenance costs.

Grants and Subscriptions –

- £0.237m Housing support scheme payments to beneficiaries, these are offset by a grant from Norfolk County Council.
- £0.131m Contribution to Norfolk County Council in respect of designated area enterprise zones, part of the NNDR3 return and funded from business rate receipts.
- (£0.025m) Contributions towards Local Government Reorganisation (LGR) projects and submissions funded from earmarked reserves.

Other Supplies and services –

- (£0.080m) Net movement in the provision for bad and doubtful debts not budgeted at service level.

3.8 E. Transfer payments

- The £19.460m expenditure relates to housing benefit payments to claimants during 2024/25. The budget position of £18.715m was based the 2023/24 Mid-year estimate adjusted for any known factors. This budget line also includes Discretionary Housing Payments (DHP) which is claimed for separately.
- The Council can claim this expense back through completing a subsidy claim to the Department for works and Pensions (DWP). The initial final claim for 2024/25 has been completed, and this shows a shortfall in recovery of £0.862m.
- This shortfall is largely in respect of temporary accommodation costs which the council pays in respect of nightly homelessness provision (Bed and Breakfast charges) due to the capping of expenditure level we cannot recover all the expense through subsidy. Some of the shortfall is mitigated by recovered overpayment debts reducing the deficit to £0.773m.

3.9 F. Capital Financing Costs

- The current General Fund position excludes the final capital adjustments, In respect of depreciation and intangible amortisation. This will not have an impact of the Councils final outturn revenue position as they are reversed out.
- The variance of (£0.761m) shown at table 2 above is in relation to REFCUS (Revenue Expenditure Funded from Capital Under Statute) This relates to capital which would normally be classed as revenue expenditure as it does not create an asset on our balance sheet, for example grants and loans.

3.10 G. Income

Table 2d provides further analysis on the Councils Income variances

Income	2024/25 Updated Budget £'000	2024/25 Outturn £'000	2024/25 Outturn £'000	Variance %
Government Grants	(18,922)	(18,620)	302	-1.6%
Other Grants & Reimbursements	(1,998)	(3,079)	(1,080)	54.1%
Customer & Client Receipts	(13,029)	(14,081)	(1,052)	8.01%
Interest	(8)	(18)	(10)	130.1%
Net Recharges Internal income	(289)	(559)	(270)	93.8%
Total Income	(34,246)	(26,358)	(2,111)	

Government Grants –

- £0.141m Council Tax administration grant now part of Revenue Support Grant (RSG)
- £0.161m Department for works and Pensions (DWP) Subsidy based on initial Final subsidy claim for 2024/25 submitted in May 2025.

Other Grants and Reimbursement –

- (£0.161m) Health and Wellbeing partnership grant received from Norfolk County in a prior year, transferred from Receipts in Advance (RIA) to cover expenditure.
- (£0.246m) Grant received in respect of Housing Support Fund administered by the Housing benefit team, this is offset by contributions.
- (£0.236m) Housing grants including homes for Ukraine, balances have been transferred to the Housing reserve.
- (£0.387m) Election grant received from electoral services Unit in respect of undertaking the General election. This is offset by costs although there is a net surplus of (£0.129m)
- A number of smaller one-off grants have been received including (£0.012m) additional contribution from Norfolk Climate Change Partnership, (£0.027m) Planning biodiversity grant, and (£0.051m) Benefits new burdens

Customer and Client Receipts –

- (£0.109m) Additional planning income, due to a number of larger application fees being received in the last quarter of 2024/25.
- (£0.187m) Car park income including (£0.033m) from penalty charges and (£0.029m) from season tickets.
- (£0.098m) Surplus licencing fee income, this has been earmarked as part of the self-financing regulations and will be used as part of future fee setting calculations.
- (£0.038m) Legal fee income
- £0.024m Corporate Health and Safety, due to staff vacancies there has been no capacity to undertake training courses.
- (£0.180m) Other recoverable charges, this is part of the bottom-line subsidy position and represents cash received relating to recovered overpayment debt and also movement in the provision relating to overpayment debt held on the Civica Revenue and Benefits system.
- £0.061m Investment properties, other lettings rents including the Rocket House, the RNLI have vacated the premises leaving a shortfall in rent and service charge income.

- (£0.285m) Homelessness recoverable charges on temporary accommodation (TA) including subsidy and client contributions, of this (£0.078m) is in relation to Council owned TA properties.
- (£0.184m) Net additional Waste and recycling income including performance failure deduction which has been set aside in an Innovation Fund and used for future cost pressure payments.

Internal Income –

- Additional income to the general fund in relation to staff time recharged and funded from capital projects.

Non-Service Income and Expenditure

- 3.11 The non-service income and expenditure largely relates to investment income (interest and dividends) and the cost of borrowing (interest payable). It also includes a small amount of interest from other sources e.g. interest on loans given to organisations for affordable housing schemes.
- 3.12 The budget for 2024/25 interest receivable was £1.865m, the actual income for the year was £1.387m. Decreasing interest rates to control inflation and having lower cash balances available for investing have resulted in this adverse variance of £0.479m.
- 3.13 The Council primarily uses internal borrowing where required (using cash from sources within the Council's own operations) which is prudent to save on external borrowing interest costs. Since March 2023 it was identified that the Council had a cashflow deficit of £5m. A PWLB long-term loan was obtained for one year to fill this requirement, however, this deficit is long-term and so future external borrowing will still need to be taken. A loan was only taken for one year as interest rates were high at the time of taking the loan. It was forecasted that interest rates would fall over 2024/25 after hitting a peak of 5.25% (interest rates had not been this high since 2008) and so the loan should only be for a year to allow for the loan to be renewed at a lower interest rate in future years. This decision aims to reduce the interest expense to the Council.
- 3.14 As the loan decision was taken after the 2024/25 budget setting process (agreed by Full Council in January 2025) there was no budget in place to finance the borrowing interest expenses of the PWLB loan. It was agreed by Full Council on the 24th of September 2024 as part of the period 4 budget monitoring report 2024/25 to use the Council's remaining £0.300m Treasury Reserve to establish a borrowing budget for the year. This reserve allocation was not taken at outturn and will now be available to mitigate shortfalls in future years. The importance of taking out a long-term loan instead of continually renewing short-term loans is to reduce the interest rate risk to the Council during times when interest rates have been fluctuating wildly. This is a more prudent approach and allows a future borrowing budget to be set which the Council knows it is able to finance.

The updated 2024/25 interest payable budget was £0.340m, the actual expenditure for the year was £0.327m. This is a minor favourable variance of £0.013m from decreasing interest rates.

- 3.15 The full details of the Treasury Management activity and performance for the year are contained in a separate report (Treasury Management Outturn) being presented to Cabinet at this meeting.
- 3.16 Significant points to note from the report are as follows:
- The Council started and finished the year with seven long-term Pooled Fund investments worth £20.000m. These funds earned interest of £1.038m.
 - The Council started and finished the year with four housing loans, starting at a value of £2.145m and finishing with a value of £1.853m after loan repayments during the year. These loans earned interest of £0.080.
 - The Council held short-term investments of varying balances during the year. These funds earned interest of £0.287m.
 - The Council started and finished the year with total loans of £5m from the PWLB. This incurred an interest expense of £0.266m.
 - The Council took out short-term loans of varying balances during the year to meet cashflow demands that could not be met from internal borrowing. These incurred an expense of £0.061m.

Retained Business Rate Income

- 3.17 The Council is a member of the Norfolk Business Rates Pool which is beneficial for all authorities within the Pool.
- 3.18 Accounting for Business Rates collection is a complex area as it involves three financial years and contributions to and from other external organisations over this time too.
- 3.19 Since 2020/21 it has been difficult to calculate the budget for the Council's Retained Business Rates because of this. Because of the uncertainty around what the actual levels would be and the possibility of having to repay grants any surplus since 2020/21 has been transferred to the Business Rates Reserve to offset any future deficits.
- 3.20 The 2024/25 budget included Retained Business Rates Income was included at a prudent level because of uncertainty around the calculation. The actual outturn is compared to the budget. The actual income level for the year was £0.384m above the budget and this will be transferred to the Business Rates Reserve. It should be noted that as the accounts are audited.
- 3.21 The Council Tax surplus for the 2024/25 year is £0.192m.

4. Reserves

- 4.1 The Council holds a General Reserve for which the recommended balance for 2024/25 is £2.1 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies.
- 4.2 The outturn position for the year ending 31 March 2025 was a net (£0.622m) surplus before recommendations to reserves.
- 4.3 In addition to the General Reserve the Council holds several Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 4.4 There are several Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded, s31 grant balances and year end deficits.
- 4.5 Section 3 of the report has highlighted the service areas where an underspend has occurred relating to budgets funded by earmarked reserves. As part of the outturn process transfer entries are input to reflect the actual reserve funding requirement ensuring that the unallocated balance is available to meet future commitments or fund future projects. This adjustment offsets some of the positive variances in the net cost of services. In addition, a number of grant funding streams are ringfenced meaning that there is a specific purpose outlined in the grant determination. Underspends on these grants need to be earmarked to be utilised in future years or repaid.
- 4.6 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting transfers from earmarked reserves totaling £4.491m. The outturn position only required a transfer of £0.939m from reserves resulting in a variance of (£3.552m) the most significant movements are as follows.
- Capital Projects Reserve - (£0.475m) Capital Project slippage outlined in section 5 below.
 - Asset Management Reserve – (£0.137m) Capital Project slippage outlined in section 5 below.
 - Coast Protection Reserve – (£0.244m) Switch of funding for Coastal Transition Accelerator Programme (CTAP) expenditure now funded from capital grant.
 - Delivery Plan Reserve – (£0.808m) – (£0.494m) Capital Slippage (£0.192m) fixed term staffing contracts, (£0.098m) Expenditure relating to environmental strategy project.

- Environmental Health Reserve – £0.126m of which £0.097m relates to surplus Licensing fee income.
 - Housing Reserve – £0.485m, (£0.183m) COMF grant released to fund expenditure in Benefits Administration and Public Protection services. Ring fenced grant balances earmarked including Homes for Ukraine and Age UK. Budgeted use of grant for staffing, not required as funding switched to in year grants.
 - Treasury Reserve – as part of the 2024/25 updated budget £0.300m was released from this reserve to fund borrowing interest, as part of the outturn process this has not been taken. This will allow for future shortfalls to be funded.
- 4.7 The General Reserve balance on 31 March 2025 stands at £2.825 million which is above the recommended balance.

5. Capital Programme 2024/25

- 5.1 This section of the report presents the capital outturn position for the 2024/25 year and the financing for this, together with the updated programme for the financial years 2025/26 to 2030/31. Appendix D provides the detail of the outturn for the 2024/25 capital programme and variances prior to any adjustments to the original year budgets. The updated capital programme for 2025/26 to 2030/31, is attached at Appendix E.
- 5.2 The capital programme expenditure for 2024/25 was £25.702m compared to an updated 2024/25 budget of £39.629m giving an underspend of £13.927m.
- 5.3 This significant underspend is attributable to multiple factors. Some high value projects have not progressed as far as originally planned due to project delays, or project timelines have been reconsidered to reflect changes to programmed delivery. This report requests if some budgets that are still required could be rolled forward into the 2025/26 capital programme. These are detailed further down in this report.
- 5.4 The total Capital Expenditure of £25.702m was funded by:
- £21.507m of grants
 - £1.240m of external contributions
 - £1.079m of reserve allocations
 - £0.00m of revenue contributions
 - £1.071m of capital receipts
 - £0.805m funded from borrowing
- 5.5 Details of the Capital Expenditure covered by the 2024/25 Financing can be found in Appendix D alongside projects with roll-forward requests (reprofiling to 2025/26 budget).
- 5.6 The table below shows the schemes completed in 2024/25 along with the value of unspent budget given up. Explanations of the major unspent budgets are detailed in paragraphs (a) to (j).

Capital Projects completed in 2024/25 and removed from the 2025/26 capital programme:

Budget Manager		Completed Capital Projects	Unspent budget uncommitted / (overspent budget committed) £	Funding Source returned / (used)
Contracts & Waste Services Manager	(a)	Purchase of Bins	28,476	Capital Receipts
Climate & Environmental Policy Manager	(b)	Solar PV Panels at Victory Swim and Fitness Centre	20,278	Borrowing
Coastal Engineering Manager	(c)	Coastal Defences	9,030	Capital Receipts
Contracts & Waste Services Manager	(d)	Waste Vehicles	0	Environmental Health Reserve
Assets & Property Programme Manager	(e)	Public Conveniences (Fakenham & Wells)	18,492	Capital Receipts
Leisure and Locality Services Manager	(f)	Countryside Machinery	236	Capital Receipts
Housing Strategy & Delivery Manager	(g)	Local Authority Housing Fund (Grants)	0	Grant
Estates & Asset Strategy Manager	(h)	Fakenham Connect/Crinkle Crankle Wall	3,948	Major Projects Reserve
Economic Growth Manager	(i)	North Walsham Heritage Action Zone	142,462	Capital Receipts
Director for Place & Climate Change	(j)	Fakenham Urban Extension	0	Delivery Plan Reserve
Network Manager	(k)	User IT Hardware Refresh	6,552	Capital Receipts
Application Support Manager	(l)	Financial Management System	3,034	Capital Receipts
Network Manager	(m)	Server Replacement	39,327	Capital Receipts
Network Manager	(n)	Replacement Storage Hardware	18,841	Capital Receipts
Housing Adaptations Team Leader	(o)	Disabled Facilities Grants	141,347	Grants
Total deallocated funding			432,023	

Total uncommitted funding by financing source	432,023
Capital Receipts	266,450
Grants	141,347
Major Repairs Reserve	3,948
Borrowing	20,278

- (a). The Purchase of Bins capital project was completed in 2024/25 with total expenditure of £121,524 against a yearly approved budget of £150,000. This means a total of £28,476 budget was not required and will be uncommitted from capital receipts funding. This underspend does not request a roll-forward as there is a new approved budget of £150,000 for the scheme in 2025/26.
- (b). The Solar PV Panels at Victory Swim and Fitness Centre project was completed in 2024/25 with final expenditure of £179,722 against the schemes approved budget of £200,000. This is a total saving during delivery achieved of £20,278 which will be uncommitted from borrowing funding.
- (c). The Coastal Defences capital project was completed in 2024/25 with total expenditure of £140,970 against a yearly approved budget of £150,000. This means a total of £9,030 budget was not required and will be uncommitted from capital receipts funding. This underspend does not request a roll-forward as there is a new approved budget of £150,000 for the scheme in 2025/26.

- (d). As part of the yearly final accounting checks, it was identified that solar panels were purchased to fit six SERCO waste vehicles, these were to replace diesel lifting mechanisms with solar powered lifting mechanisms. The costs of £16,750 for these panels were capitalised as they are improving a current asset of the Council. This project has been completed in 2024/25, and the costs have been put into the Council's capital programme – funded from the Innovation reserve
- (e). The Public Conveniences (Fakenham & Wells) project was completed in 2024/25 with final expenditure of £968,471 against the schemes approved budget of £986,963. This is a total saving during delivery achieved of £18,492 which will be uncommitted from capital receipts funding.
- (f). The Countryside Machinery project was completed in 2024/25 with final expenditure of £38,229 against the schemes approved budget of £38,465. This is a total saving during delivery achieved of £236 which will be uncommitted from capital receipts funding.
- (g). The Local Authority Housing Fund project was completed in 2024/25 with final expenditure of £1,040,000 against the schemes approved budget of £1,040,000. However, this scheme is specifically relating to the LAHF funding from central government which was used to administer grants from NNDC to housing developer to build affordable accommodation in the district. The Council has been awarded additional LAHF grant of £588k in 2025/26 which will be put towards the authorities Council Owned Temporary Accommodation project, instead of administering further grants.
- (h). The refurbishment of IT Training room and replacement of desktop PCs no longer needs doing as staff now have laptops which they can take along to any training sessions.
- (i). The Recruitment Software budget is a residual budget that is no longer required.
- (j). The Fakenham Connect/Crinkle Crankle Wall project was completed in 2024/25 with final expenditure of £293,389 against the schemes approved budget of £297,337. This is a total saving during delivery achieved of £3,948 which will be uncommitted from the Major Projects Reserve.
- (k). The User IT Hardware Refresh project was completed in 2024/25 with final expenditure of £75,586 against the schemes approved budget of £82,138 This is a total saving during delivery achieved of £6,552 which will be uncommitted from capital receipts funding. This underspend does not request a roll-forward as there is a new approved budget of £60,000 for the scheme in 2025/26.
- (l). The Financial Management System project was completed in 2024/25 with final expenditure of £291,966 against the schemes approved budget of £295,000. This is a total saving during delivery achieved of £3,034 which will be uncommitted from capital receipts funding.

- (m). The Server Replacement project was completed in 2024/25 with final expenditure of £60,673 against the schemes approved budget of £100,000. This is a total saving during delivery achieved of £39,327 which will be uncommitted from capital receipts funding.
- (n). The Replacement Storage Hardware project was completed in 2024/25 with final expenditure of £131,159 against the schemes approved budget of £150,000. This is a total saving during delivery achieved of £18,841 which will be uncommitted from capital receipts funding.
- (o). The Disabled Facilities Grants 2024/25 project was completed with final expenditure of £1,937,693 against the schemes approved 2024/25 budget of £2,079,040. This is a total saving during delivery achieved of £141,347. This amount will be uncommitted from the capital programme but held in the Council's capital grants received in advance. This is because the unused grant funding for this project is ringfenced and can only be used to fund additional Disabled Facilities Grants in future years

5.7 There are schemes where overspends have occurred in 2024/25. Details are given in the table below alongside the recommended funding source to finance these overspends. Explanations for the overspends can be found in the paragraphs below.

Capital Projects overspent in 2024/25, requesting extra budget approval.

Budget Manager		Overspent Capital Projects	Overspend £	Funding Source requested
Assets & Property Programme Manager	(o)	Cromer Offices LED Lighting Programme	715	Capital Receipts
Assets & Property Programme Manager	(p)	The Lees Walkway and Structural Works	10,098	Capital Receipts
Total extra funding requested to finance overspends			10,816	

Total funding requested by financing source	10,816
Capital Receipts	10,816

- (p). The Lees Walkway and Structural works project was completed in 2024/25 with final expenditure of £44,356 against the schemes approved budget of £34,258. This is an overspend of £10,098 against the project. However, this additional expenditure was deemed essential to reinforce the Lees Walkway (located in Sheringham) which due to heavy rainfall and water ingress had become dangerously unsafe for the public to walk on. Additional costs were incurred due to the specific construction of the walkway which exceed original project cost estimates. It is proposed that some uncommitted capital receipts from the above projects delivered with savings is used to finance this overspend.
- (q). The Cromer Offices LED Lighting Programme has not yet been completed but was overspend in 2024/25 with expenditure of £172,715 against an approved budget of £172,000. This is an overspend of £715 against the project caused by additional works being required beyond the original tender to implement additional motion sensors with the goal of

controlling the lights in the office (preventing them from being on when not required). It is proposed that some uncommitted capital receipts from the above projects delivered with savings is used to finance this overspend.

- 5.8 This report requests that the Council notes capital receipts of £0.761m were received in 2024/25 as outlined below:

Total capital receipts 2024/25:	
Sale of Waste Bins	-3,000.00
Repaid Egmere Bond	-6,687.63
NCC Refund on HAZ	-69,691.70
DFG Repayments	-67,409.87
Right to Buy's	-614,511.84
Total	-761,301.04

For the consideration of future capital projects, the Council's 2025/26 capital programme currently has total of £2.875m of projects agreed to be funded by capital receipts. However, the Council only has £2.386m of capital receipts funding available as at the end of 2024/25. This amount of allocated expenditure is appropriate as it is forecasted that sales of assets in 2025/26 will total £1.418m, this will meet the funding gap and provide an amount of capital receipts to fund future projects. This figure includes the estimated capital receipt of £1m from the sale of the Sheringham Enabling Land.

This report would advise that that any new larger-scale projects going forward will primarily need to be considered as funded by borrowing unless higher-value assets are sold by the authority.

- 5.9 For the schemes which were not completed in 2024/25 it is requested that the capital budgets are rolled forward into 2025/26 for the managers to finish the schemes. The project's requesting budget is approved to be rolled forward into 2025/26 are detailed below, and shown in Appendix E. This report asks members to consider and approve if the projects outlined below can continue in 2025/26 to meet the Council's goals. The details for any projects and current financial commitments are outlined in the following paragraphs.

Requests for capital budget roll forward from 2024/25 into 2025/26

Capital Project	Ref:	Budget requested to be rolled-forward into 2025/26 £	Funding Source(s)
Cromer Coastal Protection Scheme	(r)	846,067	Grants
Coastal Erosion Assistance	(s)	13,336	Capital Receipts
Coastal Adaptations	(t)	244,990	Capital Receipts
Mundesley Coastal Management Scheme	(u)	1,226,806	£144,000 Capital Receipts £312,806 Grants £770,000 Contributions
Coastal Management Fund	(v)	341,750	Capital Receipts
Coastwise	(w)	1,665,587	Grants

Electric Vehicle Charging Points	(x)	33,317	Capital Receipts
The Reef Solar Carport	(y)	65,180	Delivery Plan Reserve
Holt Country Park Electricity Improvements	(z)	237,168	Borrowing
Public Conveniences – Energy Efficiencies	(aa)	148,719	Borrowing
Public Conveniences – Sheringham & North Walsham	(ab)	2,696	Capital Receipts
Public Conveniences – Albert Street, Holt	(ac)	54,554	Borrowing
Cromer Pier – Steelworks and Improvements to Pavillion Theatre	(ad)	47,967	Capital Receipts
3G Facilities	(ae)	847,568	£600,000 Grants £247,568 Borrowing
Cromer 3G Football Facility	(af)	979,141	£683,866 Grants £295,275 Borrowing
The Reef Leisure Centre	(ag)	252,823	£139,727 Capital Receipts £113,096 Capital Projects Reserve
Green Road Football Facility (North Walsham)	(ah)	50,223	Delivery Plan Reserve
New Play Area (Sheringham, The Lees)	(ai)	16,429	Delivery Plan Reserve
Fakenham Leisure and Sports Hub (FLASH)	(aj)	2,101,486	Grants
Back Stage Refurbishment – Pier Pavillion Theatre	(ak)	16,665	Borrowing
Holt Country Park Staff Facilities	(al)	4,003	Borrowing
Cromer Church wall	(am)	50,000	Major Projects Reserve
Cabbell Park Clubhouse	(an)	237,000	Capital Receipts
Compulsory Purchase of Long-Term Empty Properties	(ao)	383,835	Borrowing
Community Housing Fund	(ap)	228,161	Housing Reserve
Council Owned Temporary Accommodation	(aq)	84,557	£84,577 Grants
Housing S106 Enabling	(ar)	764,000	S106 Contributions
Loans to Housing Providers	(as)	340,000	Capital Receipts
Rocket House	(at)	852,447	Borrowing
Property Acquisitions	(au)	700,868	Delivery Plan Reserve
Chalet Refurbishment	(av)	124,928	Capital Receipts
Marrams Building Renovation	(aw)	46,513	Asset Management Reserve
Car Parks Refurbishment	(ax)	201,800	Borrowing
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalets)	(ay)	90,213	£58,113 Asset Management Reserve £32,100 Grants
New Fire Alarm and Fire Doors in Cromer offices	(az)	786	Capital Receipts
West Prom Sheringham, Lighting & Cliff Railings	(aaa)	55,000	Capital Receipts
Collectors Cabin Roof	(aab)	29,625	Asset Management Reserve

New Revenues and Benefits System	(aac)	98,720	Capital Receipts
Customer Services C3 Software	(aad)	23,400	Delivery Plan Reserve
Marrams Footpath and Lighting	(aae)	(2,627)	Borrowing
Total:		13,505,721	

Budget Roll-Forwards by Funding Source:	£
Grants	6,326,489
Contributions	1,534,000
Reserves	1,381,608
Revenue Contribution to Capital Outlay (RCCO)	0
Capital Receipts	1,824,217
Borrowing	2,439,407
Total	13,505,721

- (r). Cromer Coast Protection Scheme – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2025. This scheme is grant-funded, the grant can only be used for the project or must be repaid.
- (s). Coastal Erosion Assistance - This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed; this budget aims to provide coastal erosion grant support in the event on an emergency.
- (t). Coastal Adaptations – This report requests that the unspent capital budget shown in the above table is rolled forward. Although there is no project works in progress, this sum is funded from a prior sale of land, which as a condition, required an agreed sum to be spent on coastal adaptation works.
- (u). Mundesley Coastal Management Scheme – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2025. This scheme is primarily grant-funded, the grant can only be used for the project or must be repaid.
- (v). Coastal Management Fund – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used for a major coastal beacon replacement programme along the North Norfolk coastline.
- (w). Coastwise – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but this grant-funded scheme can only be used for the Coastwise project.
- (x). Electric Vehicle Charging Points – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used for infrastructure enabling works to allow Norfolk County Council to install charging points on North Norfolk District Council's assets using central government funding.

- (y). The Reef Solar Carport – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used to purchase an electric battery storage or alternative electricity storage method to connect to the existing carport structure.
- (z). Holt Country Park Electricity Improvements – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is currently in the design phase to determine how best to connect the site to nearby electrical infrastructure.
- (aa). Public Conveniences, Energy Efficiencies – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to delivery net-zero improvements to Public Conveniences across the District (e.g. installing water-efficient plumbing systems, electric hand-dryers or small-scale solar panels).
- (ab). Public Conveniences, Sheringham & North Walsham – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2025, where the toilet block fully refurbished.
- (ac). Public Conveniences, Albert Street, Holt – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2025, where the toilet block fully refurbished.
- (ad). Cromer Pier, Steelworks and Improvements to Pavillion Theatre – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works have been completed; however, a retention sum is still due for payment in 2025.
- (ae). North Walsham 3G Facilities – This report requests that the unspent capital budget shown in the above table is rolled forward. This project has been renamed to specifically refer to the provision of a 3G facility at North Walsham as this location is eligible for potential grant funding. This project is currently under discussions with landowners to find a suitable location for the construction with a decision anticipated in 2025.
- (af). Cromer 3G Football Facility – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project construction works are anticipated to complete in summer 2025 and grant approval has been awarded from the Football Foundation which must be spent on this project or repaid.
- (ag). The Reef Leisure Centre – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. This is a retention sum which has been withheld and used to resolve construction defects following the centre's construction contractor having gone into administration. This budget must be spent on resolving defects or paid to the contractor's administrators.

- (ah). Green Road Football Facility (North Walsham) – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Construction work has been delayed whilst negotiations with the tenants of the site are ongoing.
- (ai). New Play Area (Sheringham, The Lees) – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. The new play equipment has been purchased, but not yet installed at the site, therefore the remaining budget is required to complete this scheme.
- (aj). Fakenham Leisure and Sports Hub (FLASH) – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to be carried out in 2025 and continue in 2026 as a large-scale project. This scheme is primarily grant-funded, the grant can only be used for the project or must be repaid.
- (ak). Back Stage Refurbishment, Pier Pavillion Theatre – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works have been completed, with residual works and final payments still to be made.
- (al). Holt Country Park Staff Facilities – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works have been completed, with residual works and final payments still to be made.
- (am). Cromer Church Wall – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Currently potential contractors are being reviewed for this specialist construction with plans for works to commence in 2025.
- (an). Cabbell Park Clubhouse – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and construction options are ongoing to determine the most appropriate way to deliver this project.
- (ao). Compulsory Purchase of Long-Term Empty Properties – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is retained for the CPO of dangerous properties in emergency circumstances (such as where property owners may not be able to financially afford to repair and keep their properties).
- (ao). Community Housing Fund – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to deliver grants to private housing developers to encourage the provision of affordable accommodation in the district.
- (aq). Council Owned Temporary Accommodation – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to purchase and make habitable residential properties for temporary accommodation to reduce

homelessness across the district. This is anticipated to reduce the annual cost to the Council of providing temporary accommodation.

- (ar). Housing S106 Enabling – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to use S106 funding specifically allocated towards providing affordable accommodation in the areas set out in individual S106 agreements. The S106 funding must be used as outlined in these agreements or repaid.
- (as). Loans to Housing Providers – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is to provide long-term loans to private housing developers to support the provision of affordable accommodation in the district (at no long-term financial loss to the Council).
- (at). Rocket House – This report requests that the unspent capital budget shown in the above table is rolled forward as some project works are contractually committed. The project works are ongoing to renovate the property.
- (au). Property Acquisitions – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is retained for the purchase of properties for future sale.
- (av). Chalet Refurbishment – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to renovate Council owned chalets in the district.
- (aw). Marrams Building Renovation – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and construction options are ongoing to determine the most appropriate way to deliver this project.
- (ax). Car Parks Refurbishment – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to resurface Council owned car parks where required.
- (ay). Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalets) – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The remaining works are specifically on the Red Lion Retail Unit which is anticipated to be completed in 2025.
- (az). New Fire Alarm and Fire Doors in Cromer offices – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works have been completed, with residual works and final payments still to be made.
- (aaa). West Prom Sheringham, Lighting & Cliff Railings – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to improve the railings and lighting columns along the Promenade however feasibility studies are ongoing on how best to deliver this project.

- (aab). Collectors Cabin Roof – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to renovate the thatched roof of the property so that the Council can let the property to tenants.
- (aac). New Revenues and Benefits System – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The procurement for the new system has been completed with implementation to be carried out in 2025.
- (aad). Customer Services C3 Software – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. The project works are anticipated to completed in 2025.
- (aae). Marrams Footpath and Lighting – This report requests that the overspent capital budget shown in the above table is rolled forward so that the future budget can finance the costs of the 2024/25 overspend. No project works are contractually committed. The project works are anticipated to completed in 2025.

- 5.10 There are schemes where additional budget requests have been made to and allocated by the Council's S151 Officer to fund projects in emergencies using the Council's reserves. The S151 Officer cannot authorise any other form of additional funding without Full Council approval.

Details are given in the table below alongside the reserve used source to finance these additional budget requests. Explanations for the overspends can be found in the paragraphs below and it is asked that the Council notes these approvals which have been included into the 2025/26 capital programme, shown on Appendix E.

Additional Capital Project funding approvals 2024/25 by the S151 Officer.

Budget Manager	Ref:	Overspent Capital Projects	Overspend £	Funding Source requested
Assets & Property Programme Manager	(aae)	New Play Area (Sheringham, The Lees)	55,000	Asset Management Reserve
Total additional funding approvals			55,000	

- (aae). New Play Area (Sheringham, The Lees) – The new play equipment has been purchased, but not yet installed at the site, alongside the requested budget roll-forward of £16,429 it has been assessed that an additional £55k is required to complete the play park installation to the highest standard and make the play park safe for use. Approval of additional budget from reserves has been given to prevent delays in the installation of new play equipment following the assessment that additional budget was required.

Additional Capital Project funding requests for 2025/26 to Full Council:

Budget Manager	Ref:	New Capital Programme	Additional Budget Requested £	Funding Source
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		Requests		requested
Assets & Property Programme Manager	(aaf)	Cromer Offices LED Lighting Programme	6,081	Capital Receipts
Assets & Property Programme Manager	(aag)	Public Conveniences (Sheringham & North Walsham)	20,000	Capital Receipts
Leisure & Locality Services Manager	(aah)	Holt Eco Learning Space	100,000	Contributions
Total additional funding approvals			126,081	

Total funding requested by financing source	126,081
Contributions	100,000
Capital Receipts	26,081

- (aaf). The Cromer Offices LED Lighting Programme requires additional budget to the already approved £172,000 and £715 overspend mentioned earlier in this report. At the end of works it was identified that additional motion sensor installations needed to be purchased and installed as some sections of lighting were not activating appropriately from the normal movements of Officers working at the building. These costs are a further £6,081, this report requests that Full Council approves this further sum towards the project to be funded from capital receipts to finance the additional works required. This would make the total project cost £178,796 to complete.
- (aag). The Public Conveniences (Sheringham & North Walsham) project requires additional budget to the already approved £545,514 including £2,696 roll-forward as mentioned earlier in this report. It has been identified that additional works are required on the roof of the Sheringham Public Conveniences to finalise the construction. These costs are a further £20,000, this report requests that Full Council approves this further sum towards the project to be funded from capital receipts to finance the additional works required. This would make the total project costs £565,514 to complete.
- (aah). The Holt Eco Learning Space is a new capital project request. This project is to use a £100,000 contribution awarded from the Hornsea 3 Legacy Fund to construct an eco-learning space at Holt Country Park. This report requests that Full Council approves for this scheme to be added into the 2025/26 capital programme and has been included in Appendix E.

6. Capital Programme 2025/26 Update

- 6.1 Appendix E shows the capital programme for the period 2025/26 to 2030/31 as it currently stands. The capital programme has been updated to reflect schemes closure and budget slippage identified within this report. It also includes schemes which have already received formal approval by Full Council or the S151 Officer as at the 31 March 2025.

7. Medium Term Financial Strategy

- 7.1 The content of this report includes details of budgets which will support the medium-term financial strategy through the revised capital programme and movements in reserves.

8. Proposals and Options

This is a factual report that outlines the financial position at the year-end for the year 2024/25. There are proposed recommendations for Cabinet to make to full Council on 23 July 2025. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

9. Corporate Priorities

Delivering services within budgets enables the Council to maintain its strong financial position and maintain a robust level of reserves that may be required to address future unforeseen events.

10. Financial and Resource Implications

- 10.1 This report is of a financial nature and the financial implications are included within the report content.

11. Legal Implications

- 11.1 There are no legal implications as a direct consequence of this report.

12. Risks

- 12.1 Financial risks are identified within the report content.

13. Net ZeroTarget

This report does not raise any issues relating to the achieving the net zero target.

14. Equality, Diversity & Inclusion

This report does not raise any issues relating to the achieving the net zero target.

15. Community Safety issues

This report does not raise any issues relating to the community safety issues.

16. Conclusion and Recommendations

- 16.1 Members are asked to consider the report and recommend the following to full Council:

- a) **The provisional outturn position for the General Fund revenue account for 2024/25 (See Appendix A);**
- b) **The transfers to and from reserves as detailed within the report (and Appendix C) along with the corresponding updates to the 2025/26 budget;**
- c) **The surplus of £0.622m be transferred to the General reserve to fund future funding shortfalls;**

- d) The balance on the General Reserve of £2.825m
- e) The financing of the 2024/25 capital programme as detailed within the report and at Appendix D;
- f) The updated capital programme for 2025/26 to 2030/31 and scheme financing as outlined within the report and detailed at Appendix E;
- g) Approval of additional funding to cover capital project overspends of £10,816 as detailed in paragraph 5.7.
- h) Approval of capital project budget roll-forwards from 2024/25 into 2025/26 paragraph 5.9.
- i) To note the addition of £55,000 towards the New Play area (Sheringham, The Lees) to be funded from the Asset Management Reserve in 2025/26 for a total project budget of £120,000
- j) To approve the addition of £6,081 towards the Cromer Offices LED lighting programme to be funded from Capital Receipts in 2025/26 for a total project budget of £178,796.
- k) To approve the addition of £20,000 towards the Public Conveniences (Sheringham & North Walsham) project to be funded from Capital Receipts in 2025/26 for a total project budget of £565,514.
- l) To approve the addition of the Holt Eco Learning Space scheme for £100,000 into the 2025/26 Capital Programme to be funded by an external contribution.

S151 Officer

The draft outturn position as presented in this report shows that there is a surplus for the year of £0.622m for the year. The Council can meet this through the use of Reserves however future years' position will need to be closely managed and monitored to ensure that the Council can remain financially sustainable.

The is still subject to audit and may be subject to change. The final position will be presented to GRAC in the Statement of Accounts which they Committee will be asked to approve and sign.

Monitoring Officer

In accordance with the CIPFA requirements, this report provides financial information to Members around the 2024/25 provisional outturn position for the year and matters as detailed in the recommendations.

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General Fund Summary Outturn 2024/25

Service Area	2024/25 Base Budget £	2024/25 Updated Budget £	2024/25 Outturn £	Outturn Variance £
Corporate Leadership/ Executive Support	576,259	514,991	43,479	(471,512)
Communities	11,530,421	11,399,996	9,577,687	(1,822,309)
Place and Climate Change	7,121,376	7,129,876	4,911,753	(2,218,123)
Resources	4,538,101	4,628,088	4,424,434	(203,654)
Savings to be Identified	(250,000)	0	0	0
Net Cost of Services	23,516,157	23,672,951	18,957,353	(4,715,598)
Parish Precepts	3,129,194	3,129,194	3,129,194	0
Capital Charges	(2,962,374)	(2,962,374)	(2,962,440)	(66)
Refcus	(761,647)	(761,647)	0	761,647
Interest Receivable	(1,865,172)	(1,865,172)	(1,387,447)	477,725
External Interest Paid	40,285	340,285	326,901	(13,384)
Revenue Financing for Capital:	210,000	2,447,783	1,079,304	(1,368,479)
Minimum Revenue Provision	487,860	487,860	569,828	81,968
IAS 19 Pension Adjustment	268,000	268,000	926,987	658,987
Net Operating Expenditure	22,062,303	24,756,880	20,639,680	(4,117,200)
Funded By				
Parish Precepts	(3,129,194)	(3,129,194)	(3,129,187)	7
Council Tax	(7,068,941)	(7,068,941)	(6,766,412)	302,529
Collection Fund Surplus	(108,332)	(108,332)	(108,336)	(4)
Retained Business Rates	(7,683,000)	(7,683,000)	(8,066,899)	(383,899)
New Homes bonus	(5,600)	(5,600)	(5,600)	0
Revenue Support Grant	(309,046)	(309,046)	(336,094)	(27,048)
3% Funding Guarantee	(1,230,666)	(1,230,670)	(1,230,670)	0
Rural Services Delivery Grant	(656,974)	(656,970)	(656,974)	(4)
Ctax Discount Grant	(51,576)	(51,576)	0	51,576
Services Grant	(22,518)	(22,518)	(22,518)	0
Income from Government Grant and Taxpayers	(20,265,847)	(20,265,847)	(20,322,690)	(56,843)
(Surplus)/Deficit	1,796,456	4,491,033	316,990	(4,174,043)
Contribution To/(From) Reserves	(1,796,456)	(4,491,033)	(938,750)	3,552,283
(Suplus)/Deficit Position	0	0	(621,760)	(621,760)

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Communities Directorate Outturn 2024-25

Ad Environment & Leisure Services

	Updated Budget 2024/25 £	Outturn 2024/25 £	Outturn Variance £	Variance Explanation
Ad Environmental & Leisure Svs				
Employee	96,751	89,675	(7,076)	Lower salary costs and Pension Fund adjustment.
Transport	1,744	1,697	(47)	No Major Variances.
Supplies and Services	100	328	228	No Major Variances.
Support Services	10,640	10,656	16	No Major Variances.
Support Services Income	(109,235)	(109,236)	(1)	No Major Variances.
	0	(6,879)	(6,879)	
Beach Safety				
Premises	2,750	88	(2,662)	Lower R&M costs.
Supplies and Services	367,665	371,713	4,048	Blue Flag applications and notice boards.
Support Services	76,820	76,824	4	No Major Variances.
Income	0	(145)	(145)	No Major Variances.
	447,235	448,481	1,246	
Civil Contingencies				
Employee	86,622	82,354	(4,268)	Pension Fund adjustments.
Transport	1,044	1,021	(23)	No Major Variances.
Supplies and Services	12,390	3,858	(8,532)	(£3,960) Professional fees budget not required. Balance is made up of misc. minor variances.
Support Services	64,100	64,128	28	No Major Variances.
	164,156	151,360	(12,796)	
Cleansing				
Supplies and Services	1,087,850	901,215	(186,635)	(£181,098) Serco contractor payments. (£2,689) Equipment purchases. (£2,848) Bad Debts provision.
Support Services	77,760	77,760	0	No Major Variances.
Income	(87,495)	(84,634)	2,861	Reduced income from dog and litter bin recharges.
	1,078,115	894,341	(183,774)	
Community Safety				
Employee	8,252	6,701	(1,551)	No Major Variances.
Transport	500	0	(500)	No Major Variances.
Supplies and Services	4,000	5,006	1,006	No Major Variances.
Support Services	25,180	25,188	8	No Major Variances.
	37,932	36,895	(1,037)	
Corporate H&S				
Employee	83,104	83,602	498	No Major Variances.
Transport	600	254	(346)	No Major Variances.
Supplies and Services	2,250	2,364	114	No Major Variances.
Support Services	20,820	20,820	0	No Major Variances.
Income	(24,000)	110	24,110	Fee income from Occupational Safety & Health (IOSH) courses not generated.
Support Services Income	(82,774)	(82,776)	(2)	No Major Variances.
	0	24,374	24,374	
Environmental Contracts				
Employee	356,623	302,867	(53,756)	(£33,161) Lower employee costs due to vacant post. (£14,728) Pension Fund adjustments. (£5,000) Qualification training budget not spent.
Transport	12,452	5,752	(6,700)	Lower vehicle maintenance costs.
Supplies and Services	1,275	4,134	2,859	No Major Variances.
Support Services	125,040	125,064	24	No Major Variances.
Support Services Income	(511,438)	(511,440)	(2)	No Major Variances.
	(16,048)	(73,623)	(57,575)	
Environmental Protection				
Employee	561,185	484,100	(77,085)	(£55,078) Lower employee costs. (£22,472) Pension Fund adjustments.
Transport	20,396	15,821	(4,575)	Lower travelling costs.
Supplies and Services	65,650	67,225	1,575	See Note A below:
Support Services	302,120	302,160	40	No Major Variances.
Capital Financing	37,620	37,632	12	No Major Variances.
Income	(13,000)	(26,452)	(13,452)	See Note B below:
	973,971	880,486	(93,485)	

Note A : (£5,815) Equipment purchases. (£5,845) Lower professional fees in relation to rechargeable works. £2,425 Subscriptions. £26,789 Bad debts written off. (£14,425) Bad debts provision.

Note B : (£2,034) Grant for Bully cross dogs to offset salary costs. (£6,248) Rechargeable income - Assisted burials and rechargeable works. (£3,800) HMO Licences.

Ad Environment & Leisure Services

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
Foreshore				
Employee	32,288	31,529	(759)	No Major Variances.
Premises	48,936	23,594	(25,342)	(£21,947) Lower R&M costs. (£2,722) Lower Premises insurance premiums.
Transport	700	516	(184)	No Major Variances.
Supplies and Services	5,300	435	(4,865)	Equipment and professional fees budgets not spent.
Support Services	72,520	72,528	8	No Major Variances.
Income	0	(791)	(791)	No Major Variances.
	159,744	127,811	(31,933)	
Internal Drainage Board Levies				
Premises	502,085	528,109	26,024	Higher levies.
Supplies and Services	0	170	170	No Major Variances.
Support Services	370	372	2	No Major Variances.
Income	(35,265)	(41,265)	(6,000)	Grant to offset higher costs.
	467,190	487,386	20,196	
Leisure				
Employee	168,176	160,370	(7,806)	Pension Fund adjustments.
Transport	5,332	4,075	(1,257)	No Major Variances.
Supplies and Services	27,550	26,792	(758)	No Major Variances.
Support Services	126,490	126,504	14	No Major Variances.
Support Services Income	(327,548)	(327,600)	(52)	No Major Variances.
	0	(9,859)	(9,859)	
Leisure Complexes				
Premises	145,711	154,501	8,790	(£10,560) Lower insurance premiums. £17,393 Business Rates - offset by higher management fee income.
Supplies and Services	0	6,597	6,597	£4,020 Engineering Insurance premiums. £2,261 Bad Debts provision.
Support Services	116,350	116,388	38	No Major Variances.
Capital Financing	587,211	587,220	9	No Major Variances.
Income	(85,398)	(102,791)	(17,393)	Higher management fees - offset by NDR costs at The Reef.
	763,874	761,915	(1,959)	
Markets				
Employee	6,084	6,813	729	No Major Variances.
Premises	35,248	19,622	(15,626)	(£3,412) Lower Business Rates. (£12,230) Lower rents to reflect lower market income.
Transport	0	115	115	No Major Variances.
Supplies and Services	4,100	3,201	(899)	No Major Variances.
Support Services	43,530	43,536	6	No Major Variances.
Income	(40,000)	(31,078)	8,922	Lower income from market traders.
	48,962	42,209	(6,753)	
Other Sports				
Premises	12,510	11,250	(1,260)	Lower insurance premiums.
Supplies and Services	41,200	31,275	(9,925)	Professional fees and costs associated with sports events.
Support Services	68,300	68,304	4	No Major Variances.
Income	(8,000)	(7,110)	890	No Major Variances.
	114,010	103,719	(10,291)	
Parks & Open Spaces				
Premises	280,468	292,569	12,101	(£11,651) Lower R&M costs. £24,966 Grounds maintenance and emergency tree works.
Supplies and Services	65,200	67,160	1,960	No Major Variances.
Support Services	139,600	139,620	20	No Major Variances.
Capital Financing	1,368	1,368	0	No Major Variances.
Income	(8,500)	(25,225)	(16,725)	(£10,021) Higher interest on grassed area deposits. (£6,510) Insurance recharges.
	478,136	475,492	(2,644)	
Pier Pavilion				
Premises	3,000	350	(2,650)	No Major Variances.
Supplies and Services	0	10	10	No Major Variances.
Support Services	42,780	42,780	0	No Major Variances.
Capital Financing	20,286	20,292	6	No Major Variances.
Income	(10,000)	(8,799)	1,201	No Major Variances.
	56,066	54,633	(1,433)	
Public Protection				
Employee	615,944	481,635	(134,309)	See Note A below :
Transport	16,041	12,854	(3,187)	Lower travelling allowances.
Supplies and Services	65,680	108,762	43,082	See Note B below :
Support Services	383,700	383,748	48	No Major Variances.
Income	(248,000)	(346,771)	(98,771)	Licensing fee income - to be transferred to the earmarked Environmental Health Reserve for future fee setting.
	833,365	640,228	(193,137)	

Note A : (£115,995) Employee savings through vacant posts - some fixed term staffing to be funded from the Contain Outbreak Management Fund (COMF). (£21,739) Pension Fund adjustments. £4,458 Higher training costs.

Note B : £58,205 Agency staff - funded from COMF. £6,000 Computer software - funded from COMF. (£3,000) Advertising budget not spent. £5,150 Subscriptions - this cost has been offset by lower professional fees. (£16,509) Professional fees to include Private Water Sampling.

Ad Environment & Leisure Services

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
Recreation Grounds				
Premises	7,100	7,127	27	No Major Variances.
Supplies and Services	7,200	7,220	20	No Major Variances.
Support Services	4,090	4,092	2	No Major Variances.
Capital Financing	6,046	6,048	2	No Major Variances.
Income	(1,000)	(1,090)	(90)	No Major Variances.
	23,436	23,397	(39)	
Street Signage				
Supplies and Services	10,000	9,715	(285)	No Major Variances.
Support Services	42,360	42,372	12	No Major Variances.
	52,360	52,087	(273)	
Travellers				
Premises	8,448	7,560	(888)	No Major Variances.
Supplies and Services	53,600	56,263	2,663	No Major Variances.
Support Services	9,000	9,012	12	No Major Variances.
Capital Financing	6,104	6,108	4	No Major Variances.
Income	(2,000)	(490)	1,510	No Major Variances.
	75,152	78,454	3,302	
Waste Collection And Disposal				
Employee	0	976	976	No Major Variances.
Supplies and Services	5,826,469	5,833,424	6,955	See Note A below:
Support Services	488,000	487,992	(8)	No Major Variances.
Capital Financing	764,192	764,196	4	No Major Variances.
Income	(4,824,575)	(5,007,069)	(182,494)	See Note B below:
	2,254,086	2,079,519	(174,567)	
Note A ; £163,086 - Higher Serco contractor costs. £82,627 Higher processing costs to NEWS , some of which is being offset by a returned gate fee. (£159,844) Lower commercial waste disposal costs. (£70,257) Bad debts provisions. (£4,675) Lower postage and hybrid mailing costs. (£3,500) Lower contribution to Great Yarmouth BC for Norfolk Waste Partnership.				
Note B : £55,194 Lower recycling credits - lower tonnage. (£52,024) Increased bulky waste collection fees. (£13,716) Increased commercial waste fee income. £77,677 Lower than budgeted fee income - savings bid of £50,000 not achieved. (£109,000) Norfolk Environmental Waste Services (NEWS) - returned gate and profit share - this has been used to offset the additional processing costs and the balance to be taken to the Environmental Health Reserve. (£137,343) Serco performance failure fees - this income will be rolled forward to the Innovation Fund.				
Woodlands Management				
Employee	188,114	177,124	(10,990)	Pension Fund adjustments.
Premises	52,962	31,627	(21,335)	Emergency Tree works - all costs in 2024/25 have been reallocated to various services.
Transport	21,661	28,755	7,094	Additional car leasing payments - maintenance not included in the original contract cost.
Supplies and Services	12,450	16,308	3,858	Replacement generator at Holt Country Park.
Support Services	159,650	160,271	621	No Major Variances.
Capital Financing	5,449	5,448	(1)	No Major Variances.
Income	(56,460)	(66,893)	(10,433)	Youth Advisory Board grant - to be rolled forward to 2025/26.
	383,826	352,640	(31,186)	
Total Environment and Leisure	8,395,568	7,625,065	(770,503)	

Communities Directorate Outturn 2024-25

Ad People Services

	Updated Budget 2024/25 £	Outturn 2024/25 £	Outturn Variance £	Variance Explanation
Ad People Services				
Employee	88,386	75,719	(12,667)	Lower salary costs and Pension Fund adjustment.
Transport	1,194	1,167	(27)	No Major Variances.
Supplies and Services	100	0	(100)	No Major Variances.
Support Services	10,590	10,608	18	No Major Variances.
Support Services Income	(104,247)	(104,244)	3	No Major Variances.
	(3,977)	(16,750)	(12,773)	

Benefits Administration

Employee	1,090,319	1,017,510	(72,809)	See Note A below:
Transport	944	4,403	3,459	Higher travelling costs.
Supplies and Services	67,100	28,862	(38,238)	See Note B below:
Support Services	494,610	494,616	6	No Major Variances.
Capital Financing	31,700	31,704	4	No Major Variances.
Income	(413,215)	(323,425)	89,790	See Note C below:
	1,271,458	1,253,671	(17,787)	

Note A : (£26,296) Employee costs - some vacant posts during the year, offset by fixed term contract costs, some of which have been funded by COMF. (£46,716) Pension Fund adjustments.

Note B : £11,950 Consultancy fees (Policy in Practice) - funded from New Burdens Grant. £23,279 Computer software and licences - LIFT Dashboard - funded from COMF. (£73,577) Bad debts provision.

Note C : (£50,667) Additional New Burdens Funding. £140,849 Shortfall in Benefits Administration Subsidy - included with Revenue Support Grant as part of the Council's settlement.

Community

Employee	705,958	821,086	115,128	See Note A below:
Premises	0	795	795	No Major Variances.
Transport	11,032	15,821	4,789	Lump sum travelling allowances.
Supplies and Services	304,106	79,918	(224,188)	See Note B below:
Support Services	362,750	362,796	46	No Major Variances.
Income	(449,999)	(711,800)	(261,801)	See Note C below:
Support Services Income	(202,500)	(212,365)	(9,865)	Contributions for capital salaries.
	731,347	356,251	(375,096)	

Note A : £152,541 Employee costs - fixed term staffing costs funded from grant and partnership contributions. (£41,727) Pension Fund adjustments.

Note B : (£15,925) Unspent grants.(£205,324) Professional fees - some of the surplus is to be transferred to the Reserve for use towards employee and homelessness costs in future years.

Note C : Additional grant income and contributions from the Health & Wellbeing Partnership, Better Care Fund, Age UK, Community Transformation Fund and the Primary Care Network, all of which was not budgeted for.

Homelessness

Premises	132,652	82,490	(50,162)	See Note A below:
Transport	0	261	261	No Major Variances.
Supplies and Services	1,317,252	1,121,391	(195,861)	See Note B below:
Support Services	1,219,500	1,219,476	(24)	No Major Variances.
Capital Financing	83,963	83,964	1	No Major Variances.
Income	(1,747,767)	(2,079,732)	(331,965)	See Note C below:
	1,005,600	427,851	(577,749)	

Note A : (£43,603) Lower R&M costs. (£5,034) Lower Council Tax costs for empty properties. (£8,112) Lower utility costs. £4,092 Higher service charges.

Note B : £110,099 Higher B&B charges - offset by subsidy and client contributions. £4,625 Bad Debts written off. £23,767 Computer software and Licences - to include costs of Locata which are partially offset by partnership contributions. (£335,025) Professional fees - some of this surplus is to be used to offset higher Homelessness costs.

Note C : (£282,807) Higher rent collections and service charges for temporary accommodation. (£44,604) Additional central government grants received for Rough Sleeper Initiatives and Winter Pressure funding - some of which is to be transferred to the Housing Reserve.

Housing Options

Employee	780,481	732,716	(47,765)	(£8,204) Lower employee costs. (£34,392) Pension Fund adjustments. (£4,270) Lower training costs.
Transport	6,000	7,823	1,823	No Major Variances.
Supplies and Services	5,179	4,512	(667)	No Major Variances.
Support Services	299,560	299,604	44	No Major Variances.
Support Services	(1,091,220)	(1,091,280)	(60)	No Major Variances.
Income	0	(21,776)	(21,776)	
	0	(68,401)	(68,401)	

Total People Services

3,004,428	1,952,621	(1,051,807)
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Total Communities

11,399,996	9,577,686	(1,822,310)
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Corporate Directorship Outturn 2024-25

AD Corporate

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
	£	£	£	
Communications				
Employee	225,773	211,880	(13,893)	(£10,498) Pension fund adjustments. (£4,950) Training.
Transport	2,238	2,031	(207)	No major variances.
Supplies and Services	52,536	34,311	(18,225)	(£10,569) Magazine publication. (£4,000) Photography. (£2,954) Digital promotion.
Support Services	72,820	72,840	20	No major variances.
Capital Financing	55,954	55,956	2	No major variances.
Support Services Income	(409,321)	(409,380)	(59)	No major variances.
Income	0	(1,417)	(1,417)	No major variances.
	0	(33,779)	(33,779)	
Corporate Delivery Unit				
Employee	204,309	186,248	(18,061)	(£9,061) Pension fund adjustments. (£8,259) Reduced hours posts.
Transport	600	135	(465)	No major variances.
Supplies and Services	2,840	2,654	(186)	No major variances.
Support Services	40,840	40,848	8	No major variances.
Support Services Income	(248,589)	(248,604)	(15)	No major variances.
	0	(18,719)	(18,719)	
Corporate Leadership Team				
Employee	787,919	731,583	(56,336)	(£34,449) Pension fund adjustments. (£18,191) Vacant posts.
Transport	10,096	6,916	(3,180)	No major variances.
Supplies and Services	14,070	18,048	3,978	No major variances.
Support Services	204,560	204,564	4	No major variances.
Support Services Income	(1,029,418)	(1,029,528)	(110)	No major variances.
	(12,773)	(68,417)	(55,644)	
Customer Services - Corporate				
Employee	904,778	841,691	(63,086)	(£38,502) Pension fund adjustments. (£22,447) Vacant posts.
Transport	4,000	1,645	(2,355)	No major variances.
Supplies and Services	53,872	32,254	(21,618)	(£8,131) Equipment & tools. (£6,686) Stationery. (£3,118) Equipment leases. (£2,825) Subscriptions.
Support Services	400,200	400,212	12	No major variances.
Capital Financing	54,056	54,048	(8)	No major variances.
Income	(17,250)	(26,276)	(9,026)	Additional income from new tenant charges.
Support Services income	(1,404,816)	(1,404,888)	(72)	No major variances.
	(5,160)	(101,314)	(96,154)	
Human Resources & Payroll				
Employee	374,279	273,761	(100,518)	(£62,677) Vacant posts. (£27,991) Corporate training. (£9,788) Pension fund adjustments.
Transport	500	87	(413)	No major variances.
Supplies and Services	34,760	16,401	(18,359)	(£9,753) Professional fees. (£7,721) Software. (£4,326) Equipment. £5,500 Compensation.
Support Services	115,710	115,704	(6)	No major variances.
Income	(1,000)	2,756	3,756	No major variances.
Support Services Income	(567,585)	(567,684)	(99)	No major variances.
	(43,336)	(158,975)	(115,639)	

AD Corporate

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
	£	£	£	
Registration Services				
Employee	152,858	129,514	(23,344)	(£21,410) Vacant post. (£5,863) Pension fund adjustments. £3,941 Training.
Premises	2,600	54,090	51,490	Election costs funded from grant income below.
Transport	400	1,186	786	No major variances.
Supplies and Services	60,929	293,041	232,112	Election costs funded from grant income below.
Support Services	191,590	191,604	14	No major variances.
Income	(1,500)	(391,671)	(390,171)	Grant income to cover above election costs together with additional new burdens funding.
	406,877	277,764	(129,113)	
Reprographics				
Employee	4,328	3,946	(382)	No major variances.
Transport	250	0	(250)	No major variances.
Supplies and Services	35,290	22,390	(12,900)	(£7,109) Equipment leases. (£5,076) Stationery.
Support Services	31,560	31,572	12	No major variances.
Income	(4,000)	(2,030)	1,970	No major variances.
Support Services Income	(67,428)	(67,440)	(12)	No major variances.
	0	(11,562)	(11,562)	
Tic'S				
Employee	76,029	77,211	1,182	No major variances.
Premises	41,367	36,091	(5,276)	(£7,748) Electricity
Transport	85	0	(85)	No major variances.
Supplies and Services	18,370	10,781	(7,589)	(£7,546) Purchases for resale.
Support Services	61,050	61,056	6	No major variances.
Capital Financing	2,651	2,652	1	No major variances.
Income	(30,170)	(29,309)	861	No major variances.
	169,382	158,481	(10,901)	
Total Corporate	514,990	43,479	(471,511)	

Place and Climate Change Directorate Outturn 2024-25

Ad Planning

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
	£	£	£	
Ad Planning				
Employee	123,200	91,434	(31,766)	(£27,622) Directorate training. (£4,137) Pension fund adjustments.
Transport	1,325	1,557	232	No major variances.
Support Services	35,570	35,604	34	No major variances.
Support Services Income	(166,325)	(166,332)	(7)	No major variances.
Income	0	(10,000)	(10,000)	Norfolk mitigation fund contribution.
	(6,230)	(47,737)	(41,507)	

Building Control

Employee	541,026	501,786	(39,240)	(£23,979) Pension fund adjustments. (£10,667) Reduced hours post. (£4,450) Qualification training.
Transport	22,563	18,968	(3,595)	No major variances.
Supplies and Services	15,940	9,331	(6,609)	No major variances.
Support Services	194,250	194,268	18	No major variances.
Income	(487,500)	(466,422)	21,078	Lower fee income due to external economic factors.
	286,279	257,931	(28,348)	

Conservation, Design & Landscape

Employee	429,634	314,564	(115,071)	(£94,933) Reserve funded posts not recruited. (£14,664) Pension fund adjustments. (£5,130) Career graded post.
Transport	9,796	8,431	(1,365)	No major variances.
Supplies and Services	14,250	9,824	(4,426)	No major variances.
Support Services	119,770	119,784	14	No major variances.
Income	0	(25,151)	(25,151)	Biodiversity net gain grant.
	573,450	427,451	(145,999)	

Development Management

Employee	1,496,325	1,239,605	(256,720)	(£200,982) Various vacant posts, partly funded from reserves. (£57,973) Pension fund adjustments.
Transport	27,883	27,240	(643)	No major variances.
Supplies and Services	69,950	67,298	(2,652)	No major variances.
Support Services	1,033,390	1,033,368	(22)	No major variances.
Capital Financing	76,501	76,500	(1)	No major variances.
Income	(900,000)	(1,009,128)	(109,128)	Higher income due to larger one off application fees.
	1,804,049	1,434,882	(369,167)	

Planning Enforcement Team

Employee	235,228	227,238	(7,990)	(£11,226) Pension fund adjustments. £3,654 Underbudgeted post.
Transport	8,891	7,360	(1,531)	No major variances.
Supplies and Services	4,650	(18,685)	(23,335)	(£32,544) Costs awarded lower than provision. £8,967 Legal fees.
Support Services	91,140	91,140	0	No major variances.
Support Services Income	(331,202)	(331,200)	2	No major variances.
	8,707	(24,147)	(32,854)	

Planning Policy

Employee	415,825	349,928	(65,897)	(£48,182) Vacant & reduced hours posts. (£16,329) Pension fund adjustments.
Transport	7,106	6,030	(1,076)	No major variances.
Supplies and Services	201,350	53,895	(147,455)	Local plan spend, reserve funded, to be carried forward for future years.
Support Services	227,570	227,568	(2)	No major variances.
Income	0	(100)	(100)	No major variances.
	851,851	637,320	(214,531)	

Ad Planning

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
	£	£	£	
Property Information				
Employee	122,915	116,166	(6,749)	(£4,683) Pension fund adjustments.
Transport	100	0	(100)	No major variances.
Supplies and Services	131,210	63,066	(68,144)	(£63,738) Migration funds to be carried forward. (£10,760) Search fees. £5,398 Software updates.
Support Services	89,190	89,208	18	No major variances.
Income	(235,950)	(210,631)	25,319	£58,900 Migration income to be received in future year. (£34,350) Higher search fees due to one off applications.
	107,465	57,809	(49,656)	
Total Planning	3,625,571	2,743,510	(882,061)	

Place and Climate Change Directorate Outturn 2024-25

Ad Sustainable Growth

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
	£	£	£	
Ad Sustainable Growth				
Employee	92,427	87,250	(5,177)	(£4,231) Pension fund adjustments.
Transport	1,944	1,231	(713)	No major variances.
Supplies and Services	200	168	(32)	No major variances.
Support Services	48,440	48,456	16	No major variances.
Support Services Income	(143,011)	(143,004)	7	No major variances.
	0	(5,899)	(5,899)	
Business Growth Staffing				
Employee	290,110	277,634	(12,476)	(£13,687) Pension fund adjustments.
Transport	5,456	4,326	(1,130)	No major variances.
Supplies and Services	100	332	232	No major variances.
Support Services	115,900	115,908	8	No major variances.
Support Services Income	(411,566)	(415,091)	(3,525)	No major variances.
	0	(16,890)	(16,890)	
Coast Protection				
Employee	282,058	275,441	(6,617)	(£12,295) Pension fund adjustments. £6,963 Coastwise staffing funded from capital grant.
Premises	156,000	155,287	(713)	No major variances.
Transport	3,194	4,037	843	No major variances.
Supplies and Services	85,450	102,209	16,759	(£38,270) Consultancy fees. £45,027 Contributions funded from grant. £5,004 Professional fees funded from grant. £3,676 Equipment funded from grant.
Support Services	536,410	553,427	17,017	Revised recharges from Coastal Management.
Capital Financing	503,880	503,880	0	No major variances.
Support Services Income	0	-329,962	(329,962)	Capital funding for coastwise employee costs.
	1,566,992	1,264,318	(302,674)	
Coastal Management				
Employee	319,324	254,717	(64,607)	(£50,969) Capital funded post not recruited. (£10,274) Pension fund adjustments. (£5,000) Training.
Transport	9,719	10,275	556	No major variances.
Supplies and Services	74,874	52,633	(22,241)	(£18,626) Contributions
Support Services	133,670	133,680	10	No major variances.
Income	(71,261)	(76,453)	(5,192)	(£5,184) Employee recharges to other LA's.
Support Services Income	(466,326)	(432,419)	33,907	£50,969 Capital funding not spent. (£17,099) Revised recharges to Coast Protection.
	0	(57,567)	(57,567)	
Economic Growth				
Employee	2,000	224	(1,776)	No major variances.
Premises	6,490	8,569	2,079	No major variances.
Supplies and Services	654,000	627,013	(26,987)	(£29,557) Grants. (£7,152) Marketing. £8,074 Software. £4,194 Audit fees.
Support Services	320,680	320,700	20	No major variances.
Capital Financing	47,792	47,796	4	No major variances.
Income	(597,500)	(586,632)	10,868	£15,896 Grants. (£5,028) Recharged insurance.
	433,462	417,670	(15,792)	

Ad Sustainable Growth

	Updated Budget 2024/25	Outturn 2024/25	Outturn Variance	Variance Explanation
	£	£	£	
Environmental Strategy				
Employee	257,780	198,352	(59,428)	(£44,136) Reserve funded posts not recruited. (£9,769) Pension fund adjustments. (£5,615) Reduced hours post.
Transport	2,798	21,194	18,396	£19,815 EV pool car charges to be funded from reserves.
Supplies and Services	101,050	46,420	(54,630)	Reserve funded climate project funds.
Support Services	62,020	62,040	20	No major variances.
Income	(63,774)	(88,531)	(24,757)	(£12,204) Additional contribution from Norfolk Climate Change Partnership (£7,008) Grant funding for reserve funded post. (£5,712) Employee recharges to other LA's.
	359,874	239,475	(120,399)	
Housing Strategy				
Employee	135,546	105,781	(29,765)	(£24,690) Vacant post. (£5,029) Pension fund adjustments.
Transport	1,644	1,235	(409)	No major variances.
Supplies and Services	21,000	7,976	(13,024)	(£10,000) Consultancy fee's. (£3,606) Professional fee's.
Support Services	262,028	262,068	40	No major variances.
Capital Financing	761,647	0	(761,647)	Capital financing included Refcus Income.
Support Services Income	(171,388)	(171,384)	4	No major variances.
	1,010,477	205,676	(804,801)	
Tourism				
Supplies and Services	68,050	56,000	(12,050)	(£7,500) Subscriptions. (£3,550) Grants.
Support Services	65,450	65,460	10	No major variances.
	133,500	121,460	(12,040)	
Total Economic Growth	3,504,305	2,168,244	(1,336,061)	
Total Place and Climate Change	7,129,876	4,911,753	(2,218,123)	

Resources Directorate Outturn 2024-25

AD Finance Assets and Revenues

	Updated Budget	Outturn	Outturn Variance	Variance Explanation
	£	£	£	
Ad Finance, Assets and Revenues				
Employee	37,892	55,868	17,976	See Note A Below:
Transport	1,219	28	(1,191)	Travelling allowance underspend.
Supplies and Services	43,636	86,246	42,610	Agency staff.
Support Services	11,730	11,748	18	No Major Variances.
Support Services	(94,477)	(94,524)	(47)	No Major Variances.
	0	59,366	59,366	

Note A: £10,314 Training/Management Development, £5,118 Employee Costs and £4,363 New Appointment Advertising. (£1,818) Pension Fund Adjustment.

Admin Buildings

Premises	530,115	522,490	(7,625)	See Note A Below:
Supplies and Services	29,315	17,595	(11,720)	See Note B Below:
Transfer Payments	154,957	203,432	48,475	See Note C Below:
Support Services	225,600	225,624	24	No Major Variances.
Capital Financing	30,487	30,492	5	No Major Variances.
Income	(452,007)	(483,486)	(31,479)	See Note D Below:
Support Services	(464,822)	(464,856)	(34)	No Major Variances.
	53,645	51,291	(2,354)	

Note A: £14,165 Utilities (mainly Electricity), £2,517 Repairs and Maintenance, £2,198 Grounds Maintenance and £1,558 Business Rates. (£21,477) Cleaning and (£6,629) Premises Insurance.

Note B: £8,713 Telephone costs and £3,104 Insurance - Engineering. (£16,708) Health and Safety, (£5,000) Other Professional Fees and (£2,600) Marketing - General.

Note C: £45,787 NNDC share of Cromer service charge costs, £2,274 NNDC share of North Walsham service charge costs and £414 NNDC share of Fakenham service charge costs.

Note D: Additional Income: (£18,336) Service Charge, (£12,233) Other commercial premises rental income, mainly in relation to Cromer offices.

Amenity Lighting

Premises	61,221	29,551	(31,670)	(£17,878) Repairs and Maintenance and (£13,792) Electricity.
Support Services	30,360	30,360	0	No Major Variances.
	91,581	59,911	(31,670)	

Benefits Subsidy

Supplies and Services	0	335,391	335,391	£237,861 Housing support fund (HSF) payments offset by grant payments. £97,531 Provision for bad and doubtful debts not budgeted for at service level.
Transfer Payments	18,544,784	19,246,885	702,101	Housing benefit and discretionary housing payments, offset by subsidy.
Income	(18,544,784)	(18,809,443)	(264,659)	See Note A Below:
	0	772,833	772,833	

Note A: (£245,684) HSF Grant. (£14,186) Other recoverable income. £86,143 movement in the Civica debtor position. (£251,822) Recovered overpayments. £160,890 Subsidy payments from Department for Works and Pensions (DWP).

AD Finance Assets and Revenues

	Updated Budget £	Outturn £	Outturn Variance £	Variance Explanation
Car Parking				
Premises	759,706	771,687	11,981	See Note A Below:
Supplies and Services	350,925	351,047	122	(£2,962) Credit Card charges and (£2,301) Management Fee. £4,578 Postage costs.
Support Services	200,930	200,940	10	No Major Variances.
Capital Financing	55,829	55,824	(5)	No Major Variances.
Income	(3,156,799)	(3,376,162)	(219,363)	See Note B Below:
Support Services Income	(20,000)	(7,770)	12,230	Lower markets income.
	(1,809,409)	(2,004,434)	(195,025)	
Note A: £13,815 Tree safety, £7,544 Repairs and Maintenance (mainly the Flowbird contract) and £2,756 Rent/Hire/Purchase of land (Income Shares payable). (£11,557) Business rates.				
Note B: Income under budget: £56,505 Cash and £16,991 Electric Vehicle Charging Point. Additional Income: (£188,773) Credit Cards, (£33,392) PCN income, (£29,351) Season ticket income, (£21,970) Rental Income, (£10,000) Income - Other Contributions, (£6,638) Apps and (£2,735) Charges Other Recoverable.				
Central Costs				
Employee	35,500	43,806	8,306	£5,193 National Insurance - Apprenticeship Levy and £2,930 Subs to Professional Bodies.
Premises	0	1,925	1,925	No Major Variances.
Supplies and Services	15,500	5,386	(10,114)	Other Professional Fees underspend.
Support Services	347,780	347,796	16	No Major Variances.
Support Services Income	(398,780)	(398,784)	(4)	No Major Variances.
	0	129	129	
Chalets/Beach Huts				
Premises	42,683	29,212	(13,471)	(£11,258) Repairs and Maintenance, (£2,272) Business Rates.
Supplies and Services	18,700	9,638	(9,062)	(£2,506) Equipment/Materials Purchases and (£6,070) Other Professional Fees.
Support Services	107,640	107,652	12	No Major Variances.
Capital Financing	4,530	4,536	6	No Major Variances.
Income	(323,570)	(255,773)	67,797	See Note A Below:
	(150,017)	(104,735)	45,282	
Note A: Additional fee income (£3,475) offset by £71,272 Rental income not received due to less uptake on beach huts/chalets as a result of poor weather over summer and cost of living increases.				
Community Centres				
Premises	12,670	6,390	(6,280)	Premises Insurance and Repairs and Maintenance underspends.
Support Services	18,120	18,120	0	No Major Variances.
Capital Financing	1,460	1,464	4	No Major Variances.
Income	0	(5,319)	(5,319)	Recovering insurance premiums from tenant.
	32,250	20,655	(11,595)	

AD Finance Assets and Revenues

	Updated Budget £	Outturn £	Outturn Variance £	Variance Explanation
Corporate & Democratic Core				
Employee	0	355	355	No Major Variances.
Premises	0	344	344	No Major Variances.
Transport	100	0	(100)	No Major Variances.
Supplies and Services	685,035	586,599	(98,436)	See Note A Below:
Support Services	1,483,680	1,483,536	(144)	No Major Variances.
Income	0	(38,923)	(38,923)	See Note B Below:
	2,168,815	2,031,911	(136,904)	
Note A: (£246,843) Audit Fees, (£7,829) Treasury Brokerage Fees and (£6,660) Other Professional Fees. £90,437 Contributions, £38,287 Consultancy Fees (work undertaken by LGA as a result of the Peer Review). £19,646 Bank Charges, £12,124 Subscriptions and £2,402 Licences.				
Note B: Additional income: (£20,841) Grant Income, (£13,643) Charges Other Recoverable and (£4,439) Over/Under Banking's.				
Corporate Finance				
Employee	552,808	478,870	(73,938)	See Note A Below:
Transport	1,044	419	(625)	No Major Variances.
Supplies and Services	28,423	207,085	178,662	See Note B Below:
Support Services	238,040	238,068	28	No Major Variances.
Capital Financing	13,631	13,632	1	No Major Variances.
Income	0	(16,206)	(16,206)	Ministry of Housing Communities and Local Government (MHCLG) Grant Income.
Support Services Income	(833,946)	(834,024)	(78)	No Major Variances.
	0	87,844	87,844	
Note A: (£57,526) Employee costs and (£18,986) Pension Fund Adjustment. £2,946 New Appointment Advertising overspend.				
Note B: £153,047 Agency Staffing, £13,385 Other Professional Fees, £9,724 Computer Costs and £4,272 Subscriptions.				
Cromer Pier				
Premises	172,000	130,998	(41,002)	(£32,801) Repairs and Maintenance and (£8,200) Premises Insurance.
Supplies and Services	89,000	85,275	(3,725)	Other Professional Fees.
Support Services	99,930	99,936	6	No Major Variances.
Capital Financing	72,849	72,852	3	No Major Variances.
Income	0	(1,036)	(1,036)	Recharging property services staff time for external events.
	433,779	388,025	(45,754)	
Estates				
Employee	244,102	190,250	(53,852)	(£46,292) Employee costs and (£8,261) Pension Fund Adjustment.
Premises	6,660	6,284	(376)	No Major Variances.
Transport	4,000	426	(3,574)	Travelling allowances underspend.
Supplies and Services	26,000	21,453	(4,547)	Consultancy/Other Professional Fees.
Support Services	134,940	134,964	24	No Major Variances.
Support Services Income	(415,702)	(406,861)	8,841	Reduction in employee time charged to capital projects.
Income	0	(3,456)	(3,456)	(£2,646) Shared equity insurance recharges.
	0	(56,846)	(56,846)	

AD Finance Assets and Revenues

	Updated Budget £	Outturn £	Outturn Variance £	Variance Explanation
Industrial Estates				
Premises	29,126	33,714	4,588	£2,745 Business Rates and £2,163 Premises Insurance.
Supplies and Services	0	(5,659)	(5,659)	(£9,506) Bad Debts Provision, £3,598 Bad Debts Written off.
Support Services	81,730	81,756	26	No Major Variances.
Capital Financing	24,189	24,192	3	No Major Variances.
Income	(218,006)	(200,684)	17,322	Service charge and rental income lower due to vacant units throughout the year.
	(82,961)	(66,681)	16,280	
Insurance & Risk Management				
Employee	50,350	53,196	2,846	Mainly in relation to Employers' Liability and Fidelity Guarantee.
Premises	310	74	(236)	No Major Variances.
Transport	9,210	10,429	1,219	No Major Variances.
Supplies and Services	143,070	142,911	(159)	No Major Variances.
Support Services	49,890	49,896	6	No Major Variances.
Support Services Income	(252,830)	(252,804)	26	No Major Variances.
Income	0	(29)	(29)	No Major Variances.
	0	3,673	3,673	
Internal Audit				
Supplies and Services	88,200	75,282	(12,918)	Audit Fee underspend.
Support Services	9,290	9,288	(2)	No Major Variances.
Support Services Income	(97,490)	(97,500)	(10)	No Major Variances.
	0	(12,930)	(12,930)	
Investment Properties				
Premises	211,320	179,706	(31,614)	(£30,547) Repairs and Maintenance, (£4,204) Business Rates and (£7,714) Premises Insurance. £11,015 Utilities.
Supplies and Services	2,219	(1,285)	(3,504)	£1,750 Surveyors/Estate Agent Fees offset by (£4,722) Bad Debt Provision.
Support Services	187,500	187,500	0	No Major Variances.
Capital Financing	111,696	111,696	0	No Major Variances.
Income	(289,799)	(231,509)	58,290	See Note A Below:
	222,936	246,108	23,172	
Note A: £19,000 Unachievable QR Donations Saving. £39,114 Reduction in Service Charge income and £5,297 Reduction in NNDC Public Conveniences Service charge due to reduced costs at Rocket House as a result of Capital works. (£3,026) Rental Income from investment properties.				
Non Distributed Costs				
Employee	0	17,000	17,000	Pension Fund Adjustment.
	0	17,000	17,000	

AD Finance Assets and Revenues

	Updated Budget £	Outturn £	Outturn Variance £	Variance Explanation
Playgrounds				
Premises	29,660	36,544	6,884	£2,536 Repairs and Maintenance and £4,255 Tree Safety works.
Supplies and Services	63,500	50,760	(12,740)	(£4,240) Playground Equipment/Repairs and (£8,500) Inspection costs.
Support Services	59,950	59,964	14	No Major Variances.
	153,110	147,268	(5,842)	
Poppyfields				
Premises	3,425	955	(2,470)	Repairs and Maintenance underspend.
Supplies and Services	20,100	15,883	(4,217)	Equipment Purchases.
Support Services	22,890	22,908	18	No Major Variances.
	46,415	39,746	(6,669)	
Property Services				
Employee	609,930	563,493	(46,437)	See Note A Below:
Premises	1,820	5,140	3,320	Repairs and Maintenance.
Transport	32,340	25,780	(6,560)	Underspends in relation to: (£3,440) Vehicle repairs/servicing and (£3,120) Travelling Allowance and Car Leasing.
Supplies and Services	34,131	21,067	(13,064)	See Note B Below:
Support Services	452,670	452,688	18	No Major Variances.
Capital Financing	16,354	16,356	2	No Major Variances.
Support Services Income	(1,171,322)	(1,171,380)	(59)	No Major Variances.
Income	0	(1,978)	(1,978)	Recharging property services staff time for external events.
	(24,077)	(88,834)	(64,757)	

Note A: (£26,826) Pension Fund Adjustment, (£11,798) Generic Training/Subs to Professional Bodies, (£10,748) Employee Costs, partly offset by £2,930 Redundancy Payment.

Note B: (£4,637) Material Purchases, (£6,692) Insurance - Engineering, (£2,261) Subscriptions and (£1,842) Personal Protective Equipment, offset by £2,029 Postage Direct Costs.

Public Conveniences

Premises	759,501	751,616	(7,885)	See Note A Below:
Supplies and Services	41,000	18,831	(22,169)	Legionella Surveys and Professional Fees.
Transfer Payments	15,091	9,794	(5,297)	Reduced Internal Recharge to Rocket House.
Support Services	245,010	245,016	6	No Major Variances.
Capital Financing	139,989	139,992	3	No Major Variances.
Income	(8,000)	(3,270)	4,730	Reduced income in relation to the sale of the Woo Woo Loo.
	1,192,591	1,161,979	(30,612)	

Note A: (£45,217) Repairs and Maintenance, (£10,161) Contract Cleaning, (£6,447) Business Rates, (£3,950) Premises Insurance, offset by £40,781 Utilities and £16,970 Rent/Hire of Buildings.

AD Finance Assets and Revenues

	Updated Budget £	Outturn £	Outturn Variance £	Variance Explanation
Revenue Services				
Employee	946,779	862,062	(84,717)	See Note A Below:
Transport	900	4,437	3,537	Travelling Allowance overspend.
Supplies and Services	176,573	101,965	(74,608)	See Note B Below:
Support Services	707,910	707,964	54	No Major Variances.
Capital Financing Costs	0	190	190	No Major Variances.
Income	(454,130)	(463,860)	(9,730)	
	1,378,032	1,212,758	(165,274)	
Note A: (£44,635) Vacant posts funded by reserves. (£38,967) Pension Fund Adjustment.				
Note B: Underspends in relation to: (£31,480) Software, however there will be a reduction in drawdown from reserves of £26,070 due to a delay in purchasing software until 2025/26, (£16,194) Bad Debts Provision, (£8,561) Other Professional Fees, (£7,768) Annual Billing, (£6,960) Hybrid Mailing and (£2,372) Advertising - General.				
Surveyors Allotments				
Premises	5,000	3,865	(1,135)	No Major Variances.
Supplies and Services	0	0	0	No Major Variances.
Support Services	20,140	20,148	8	No Major Variances.
Income	(50)	(50)	0	No Major Variances.
	25,090	23,963	(1,127)	
Total Finance and Assets	3,731,780	3,989,906	258,126	

Resources Directorate Outturn 2024-25

Ad Legal and Governance

	Updated Budget £	Outturn £	Outturn Variance £	Variance Explanation
Ad Legal and Governance				
Employee	102,287	96,867	(5,420)	(£4,584) Pension Fund Adjustment.
Transport	2,194	1,314	(880)	No Major Variances.
Supplies and Services	800	302	(498)	No Major Variances.
Support Services	11,730	11,748	18	No Major Variances.
Support Services Income	(117,011)	(117,012)	(1)	No Major Variances.
	0	(6,781)	(6,781)	
It - Support Services				
Employee	1,100,259	973,160	(127,099)	(£75,899) Employee costs, (£46,740) Pension Fund Adjustment and (£4,465) Generic Training.
Transport	800	504	(296)	No Major Variances.
Supplies and Services	1,044,921	846,186	(198,735)	(£156,945) Computer Costs and (£41,811) Other Professional Fees.
Support Services	388,280	388,356	76	No Major Variances.
Capital Financing	206,587	206,592	5	No Major Variances.
Support Services Income	(2,540,131)	(2,540,328)	(197)	No Major Variances.
Income	0	(15,000)	(15,000)	Cyber Assessment Framework - Local Digital Grant Rolled forward.
	200,716	(140,530)	(341,246)	
Legal Services				
Employee	404,804	398,659	(6,145)	See Note A Below:
Transport	3,588	1,057	(2,531)	Travelling Allowance.
Supplies and Services	135,667	98,741	(36,926)	See Note B Below:
Support Services	209,030	209,040	10	No Major Variances.
Income	(50,000)	(88,094)	(38,094)	Legal Fees.
Support Services Income	(713,382)	(713,568)	(186)	No Major Variances.
	(10,293)	(94,165)	(83,872)	
Note A: £21,747 Employee Overspend, Local Government Lawyer recruited as a result of the Peer Review. (£19,092) Pension Fund Adjustment and (£7,250) Training.				
Note B: (£22,397) Other Professional Fees underspend in relation to locum Lawyer, (£6,868) Books and (£5,383) Client Disbursements. Reserve drawdown £2,590 Agreed Enforcement board works.				
Members Services				
Employee	191,420	184,844	(6,576)	£2,452 Employee overspend (mainly in relation to Members NI) offset by (£8,524) Pension Fund Adjustment.
Transport	7,981	9,765	1,784	Travelling Allowance.
Supplies and Services	409,805	384,711	(25,094)	See Note B Below:
Support Services	96,680	96,684	4	No Major Variances.
	705,886	676,004	(29,882)	
Note B: (£17,093) Members Basic Allowance, (£10,130) Other Professional Fees, (£3,668) Chairman's Civic Expenditure, (£2,723) Members Carers Allowance. £7,494 Agency Staffing overspend.				
Total Legal and Governance	896,309	434,528	(461,781)	
Total Resources	4,628,089	4,424,434	(203,655)	

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Reserves Statement 2024/25 Outturn

Reserve	Purpose and Use of Reserve	Balance 01/04/24 £	Transfers Out 2024/25	Transfers In 2024/25	Outturn Movement 2024/25 £	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 £	Budgeted Movement 2028/29 £	Balance 01/04/29 £
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,223,322	(25,722)	5,801	(19,921)	2,203,401	(14,706)	2,188,695	0	2,188,695	0	2,188,695	0	2,188,695
Earmarked Reserves:														
Capital Projects	To provide funding for capital developments and purchase of major assets.	484,708	(9,901)	0	(9,901)	474,807	(474,807)	(0)	0	(0)	0	(0)	0	(0)
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	602,375	(172,753)	0	(172,753)	429,622	(135,925)	293,697	0	293,697	0	293,697	0	293,697
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.	727,822	0	0	0	727,822	(51,567)	676,255	0	676,255	0	676,255	0	676,255
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	145,799	(40,714)	0	(40,714)	105,085	(19,874)	85,211	0	85,211	0	85,211	0	85,211
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.	1,952,000	0	383,899	383,899	2,335,899	(18,000)	2,317,899	(18,000)	2,299,899	(18,000)	2,281,899	(18,000)	2,263,899
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	241,534	(22,141)	0	(22,141)	219,393	0	219,393	0	219,393	0	219,393	0	219,393
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	300,491	(131,550)	0	(131,550)	168,941	0	168,941	0	168,941	0	168,941	0	168,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	2,221,101	(1,103,678)	0	(1,103,678)	1,117,423	(574,388)	543,035	0	543,035	0	543,035	0	543,035
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	178,326	(247)	0	(247)	178,079	0	178,079	0	178,079	0	178,079	0	178,079
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	63,000	0	60,000	60,000	123,000	60,000	183,000	60,000	243,000	60,000	303,000	60,000	363,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	45,962	(6,078)	0	(6,078)	39,884	0	39,884	0	39,884	0	39,884	0	39,884
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	542,848	0	125,566	125,566	668,414	0	668,414	0	668,414	0	668,414	0	668,414
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	0	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	0	0	0	0	1,616,000	1,616,000	0	1,616,000	0	1,616,000	0	1,616,000

Reserves Statement 2024/25 Outturn

Reserve	Purpose and Use of Reserve	Balance 01/04/24 £	Transfers Out 2024/25	Transfers In 2024/25	Outturn Movement 2024/25 £	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 £	Budgeted Movement 2028/29 £	Balance 01/04/29 £
Grants	Revenue Grants received and due to timing issues not used in the year.	2,686,696	(18,525)	51,349	32,824	2,719,520	(85,159)	2,634,361	(49,148)	2,585,213	(19,780)	2,565,433	(9,020)	2,556,413
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.	1,422,448	(243,901)	372,794	128,893	1,551,341	(56,299)	1,495,042	(57,406)	1,437,636	(58,535)	1,379,101	0	1,379,101
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	472,426	(16,750)	137,343	120,593	593,019	0	593,019	0	593,019	0	593,019	0	593,019
Land Charges	To mitigate the impact of potential income reductions.	339,152	(89,100)	0	(89,100)	250,052	0	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	88,914	(36,000)	0	(36,000)	52,914	(4,579)	48,335	0	48,335	0	48,335	0	48,335
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	457,979	(1,652)	0	(1,652)	456,327	(53,948)	402,379	0	402,379	0	402,379	0	402,379
Net Zero Initiatives	to support the Councils Net Zero programme	471,857	(87,820)	0	(87,820)	384,037	(21,400)	362,637	(278,600)	84,037	0	84,037	0	84,037
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	146,149	(27,834)	0	(27,834)	118,315	(83,763)	34,552	0	34,552	0	34,552	0	34,552
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	112,221	(13,340)	0	(13,340)	98,881	0	98,881	0	98,881	0	98,881	0	98,881
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	0	0	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	287,926	(87,300)	76,807	(10,493)	277,433	46,763	324,196	50,000	374,196	50,000	424,196	50,000	474,196
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.	717,051	(55,973)	38,670	(17,303)	699,748	0	699,748	0	699,748	0	699,748	0	699,748
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	0	0	0	0	515,337	515,337	515,337	1,030,674	515,337	1,546,011	515,337	2,061,348
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	0	0	300,000	0	300,000	0	300,000	0	300,000	0	300,000
Total Reserves		17,471,673	(2,190,979)	1,252,229	(938,750)	16,532,923	643,685	17,176,608	222,183	17,398,791	529,022	17,927,813	598,317	18,526,130

Capital Programme Outturn 2024-25

<u>Scheme</u>	Updated Budget 2024/25	24/25 Actual Expenditure	Variance	Reprofiling to 2025/26 budget
	£	£	£	£
Our Greener Future				
Cromer Offices LED Lighting Programme	109,121	109,836	715	0
Cromer Coast Protection Scheme	11,258,278	10,412,212	(846,067)	846,067
Coastal Erosion Assistance (Grants)	27,931	14,595	(13,336)	13,336
Coastal Adaptations (Cliff Protection)	244,990	0	(244,990)	244,990
Mundesley Coastal Management Scheme	6,512,339	5,285,533	(1,226,806)	1,226,806
Coastal Management Fund	341,750	0	(341,750)	341,750
Coastwise	2,702,317	1,036,730	(1,665,587)	1,665,587
Purchase of Bins	150,000	121,524	(28,476)	0
Electric Vehicle Charging Points	33,317	0	(33,317)	33,317
The Reef Solar Carport	65,180	0	(65,180)	65,180
Holt Country Park Electricity Improvements	400,000	162,832	(237,168)	237,168
Solar PV Panels at Victory Swim and Fitness Centre	193,288	173,009	(20,278)	0
Public Conveniences Energy Efficiencies	150,000	1,281	(148,719)	148,719
Coastal Defences	150,000	140,970	(9,030)	0
Fakenham Sports Centre Decarbonisation	0	0	0	0
Waste Vehicles	16,750	16,750	0	0
	22,355,262	17,475,272	(4,879,990)	4,822,921

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
Developing Our Communities				
Public Conveniences (Fakenham & Wells)	20,000	1,508	(18,492)	0
Public Conveniences (Sheringham & North Walsham)	105,742	103,046	(2,696)	2,696
Public Conveniences - Albert Street, Holt	320,979	266,425	(54,554)	54,554
Countryside Machinery	1,957	1,721	(236)	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	276,258	228,291	(47,967)	47,967
North Walsham 3G Facility	847,568	0	(847,568)	847,568
Cromer 3G Football Facility	995,275	16,134	(979,141)	979,141
The Reef Leisure Centre	262,724	9,901	(252,823)	252,823
Green Road Football Facility (North Walsham)	50,223	0	(50,223)	50,223
New Play Area (Sheringham, The Lees)	65,000	48,571	(16,429)	16,429
Fakenham Leisure and Sports Hub (FLASH)	2,553,638	452,152	(2,101,486)	2,101,486
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	(16,665)	16,665
Holt Country Park Staff Facilities	93,500	89,497	(4,003)	4,003
Cromer Church Wall	50,000	0	(50,000)	50,000
Cabbell Park Clubhouse	237,000	0	(237,000)	237,000
Itteringham Shop Roof Renovation	0	0	0	0
Holt Country Park Septic Tank	0	0	0	0
Public Conveniences Renovation, Holt Country Park	0	0	0	0
	6,284,864	1,605,582	(4,679,283)	4,660,555

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
Meeting Our Housing Needs				
Disabled Facilities Grants	2,079,040	1,937,693	(141,347)	0
Compulsory Purchase of Long-Term Empty Properties	429,472	45,637	(383,835)	383,835
Community Housing Fund (Grants to Housing Providers	228,161	0	(228,161)	228,161
Council Owned Temporary Accommodation	578,307	493,730	(84,577)	84,577
Housing S106 Enabling	1,064,000	300,000	(764,000)	764,000
Loans to Housing Providers	340,000	0	(340,000)	340,000
Local Authority Housing Fund	312,000	312,000	0	0
	5,030,980	3,089,060	(1,941,920)	1,800,573
Investing In Our Local Economy And Infrastructure				
Rocket House	1,014,394	161,946	(852,447)	852,447
Fakenham Connect/Crinkle Crankle Wall	5,600	1,652	(3,948)	0
North Walsham Heritage Action Zone	155,154	12,692	(142,462)	0
Fakenham Urban Extension	1,581,462	1,581,462	0	0
Property Acquisitions	704,784	3,917	(700,868)	700,868
Chalet Refurbishment	124,928	0	(124,928)	124,928
Marrams Building Renovation	48,325	1,812	(46,513)	46,513
Car Parks Refurbishment	252,335	50,535	(201,800)	201,800
Marrams Footpath and Lighting	49,725	52,352	2,627	(2,627)
Asset Roof Replacements (Art Deco Block, Red Lion Re	127,464	37,251	(90,213)	90,213
UK Shared Prosperity Fund	233,577	233,577	0	0
Rural England Prosperity Fund	1,093,388	1,093,388	(0)	0
New Fire Alarm and Fire Doors in Cromer Offices	34,362	33,576	(786)	786
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	(55,000)	55,000
The Lees Walkway and Structural Works	33,723	43,822	10,098	0
Collectors Cabin Roof	30,000	375	(29,625)	29,625
Sunken Gardens Improvements, Marrams, Cromer	0	0	0	0
	5,544,221	3,308,358	(2,235,863)	2,099,551

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
A Strong, Responsible And Accountable Council				
User IT Hardware Refresh	82,138	75,586	(6,552)	0
Financial Management System	3,034	0	(3,034)	0
Server Replacement	56,327	17,000	(39,327)	0
New Revenues and Benefits System	98,720	0	(98,720)	98,720
Replacement Storage Hardware	150,000	131,159	(18,841)	0
Customer Services C3 Software	23,400	0	(23,400)	23,400
Property Services Asset Management Database	0	0	0	0
Replacement of Uninterruptible Power Supply	0	0	0	0
	413,619	223,745	(189,874)	122,120
TOTAL EXPENDITURE	39,628,947	25,702,017	(13,926,930)	13,505,721

Capital Programme Financing Table	Budget 2024/25	Actual 2024/25
Grants	27,812,325	21,507,489
Other Contributions	2,773,835	1,239,835
Reserves	2,464,533	1,078,979
Revenue Contribution to Capital (RCCO)	0	0
Capital receipts	3,310,902	1,070,676
Borrowing	3,267,351	805,039
Total	39,628,947	25,702,017

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Our Greener Future										
Cromer Offices LED Lighting Programme	178,796	172,715	6,081	0	6,081	0	0	0	0	0
Cromer Coast Protection Scheme	19,284,841	18,438,774	846,067	0	846,067	0	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	76,664	13,336	0	13,336	0	0	0	0	0
Coastal Adaptations (Cliff Protection)	247,493	2,503	244,990	0	244,990	0	0	0	0	0
Mundesley Coastal Management Scheme	8,949,998	7,560,192	1,389,806	0	1,389,806	0	0	0	0	0
Coastal Management Fund	950,000	108,250	591,750	0	591,750	250,000	0	0	0	0
Coastwise	14,609,914	1,213,564	7,248,638	0	7,248,638	6,147,712	0	0	0	0
Purchase of Bins	600,000	150,000	150,000	0	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
The Reef Solar Carport	596,000	530,820	65,180	0	65,180	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	163,832	236,168	0	236,168	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	1,218	148,782	0	148,782	0	0	0	0	0
Coastal Defences	600,000	150,000	150,000	0	150,000	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	514,300	0	171,400	0	171,400	342,900	0	0	0	0
Waste Vehicles	1,972,750	16,750	1,956,000	0	1,956,000	0	0	0	0	0
			13,245,435	0	13,245,435	7,040,612	300,000	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Developing Our Communities										
Public Conveniences (Sheringham & North Walsham)	565,514	542,818	22,696	0	22,696	0	0	0	0	0
Public Conveniences - Albert Street, Holt	332,552	277,998	54,554	0	54,554	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,134,000	1,086,033	47,967	0	47,967	0	0	0	0	0
North Walsham 3G Facility	860,000	12,432	847,568	0	847,568	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	20,859	979,141	0	979,141	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,608,177	252,823	0	252,823	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0
New Play Area (Sheringham, The Lees)	120,000	48,571	71,429	0	71,429	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,850,000	539,514	10,310,486	0	10,310,486	0	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	16,665	0	16,665	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	89,497	4,003	0	4,003	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
Itteringham Shop Roof Renovation	20,000	0	20,000	0	20,000	0	0	0	0	0
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0
Public Conveniences Renovation, Holt Country Park	50,000	0	50,000	0	50,000	0	0	0	0	0
Holt Eco Learning Space	100,000	0	100,000	0	100,000	0	0	0	0	0
			13,144,555	0	13,144,555	0	0	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Meeting Our Housing Needs										
Disabled Facilities Grants	12,079,040	Annual Programme	2,079,040	0	2,079,040	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	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
Council Owned Temporary Accommodation	6,246,584	4,762,007	1,484,577	0	1,484,577	0	0	0	0	0
Housing S106 Enabling	2,500,000	1,136,000	1,064,000	0	1,064,000	300,000	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	0	340,000	0	0	0	0	0
			5,579,613	0	5,579,613	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Investing In Our Local Economy And Infrastructure										
Rocket House	1,077,085	224,638	852,447	0	852,447	0	0	0	0	0
Property Acquisitions	710,000	9,133	700,868	0	700,868	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	3,487	46,513	0	46,513	0	0	0	0	0
Car Parks Refurbishment	601,000	129,200	411,800	0	411,800	60,000	0	0	0	0
Marrams Footpath and Lighting	290,000	52,627	237,373	0	237,373	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	165,351	75,138	90,213	0	90,213	0	0	0	0	0
UK Shared Prosperity Fund	474,196	399,403	74,793	0	74,793	0	0	0	0	0
Rural England Prosperity Fund	1,895,110	1,457,851	437,259	0	437,259	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	149,214	786	0	786	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	0	55,000	0	0	0	0	0
Collectors Cabin Roof	30,000	375	29,625	0	29,625	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	150,000	0	150,000	0	150,000	0	0	0	0	0
Weybourne Car Park Improvements	20,000	0	20,000	0	20,000	0	0	0	0	0
			3,231,603	0	3,231,603	60,000	0	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	300,000	180,000	60,000	0	60,000	60,000	0	0	0	0
New Revenues and Benefits System	200,720	0	200,720	0	200,720	0	0	0	0	0
Customer Services C3 Software	23,400	0	23,400	0	23,400	0	0	0	0	0
Property Services Asset Management Database	30,000	0	30,000	0	30,000	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	0	40,000	0	40,000	0	0	0	0	0
			354,120	0	354,120	60,000	0	0	0	0
Totals			35,555,326	0	35,555,326	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

2024/25 Capital Programme Financing Table	Budget 2025/26	Actual Expenditure 2025/26	Remaining Budget 2024/25	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
Grants	24,903,633	0	24,903,633	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	1,834,000	0	1,834,000	300,000	0	0	0	0
Reserves	1,958,006	0	1,958,006	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	0	20,000	0	0	0	0	0
Capital receipts	2,895,299	0	2,895,299	610,000	300,000	0	0	0
Borrowing	3,850,469	0	3,850,469	124,300	0	0	0	0
Total	35,461,407	0	35,461,407	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

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Debt Recovery 2024-25	
Executive Summary	<p>This is an annual report detailing the council's collection performance and debt management arrangements for 2024/25. It includes:</p> <ul style="list-style-type: none"> ▪ A summary of debts written off in each debt area showing the reasons for write-off and values. ▪ Collection performance for Council Tax and Non-Domestic Rates. ▪ Level of arrears outstanding ▪ Level of provision for bad and doubtful debts
Options considered.	To leave the write-off limits as they currently are or to increase these to a higher figure.
Consultation(s)	We are pleased to reach this year's collection performance targets for council tax & Non-Domestic (Business) Rates whilst also working hard to reduce avoidance and fraud which with the cost-of-living crisis is a difficult time to for enforcement.
Recommendations	<p>That Cabinet recommend to full Council that it:</p> <ol style="list-style-type: none"> 1. approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection. 2. approves the continued delegated authority as shown in appendix 2 for write offs.
Reasons for recommendations	The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.
Background papers	Corporate Debt Management and Recovery Policy - Appendix 1; Debt Write Off Policy - Appendix 2 and Recovery Methods including Enforcement Agent Code of Practice and Enforcement Agent Instructions - Appendix 3.

Wards affected	All wards
Cabinet member(s)	Lucy Shires
Contact Officer	Sean Knight Revenues Manger Sean.Knight@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	A Strong, Responsible, & Accountable Council.
Medium Term Financial Strategy (MTFS)	Maximises Income of revenues.

Council Policies & Strategies	Corporate Debt Management and Recovery Policy and Debt Write Off Policy
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Corporate Governance:	
Is this a key decision	Yes.
Has the public interest test been applied	Yes.
Details of any previous decision(s) on this matter	July 2024 for the 2023/24 Debt Report.

1. Purpose of the report

This is an annual report detailing the council's collection performance and debt management arrangements for 2024/25.

The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

2. Introduction & Background

Introduction

The Corporate Debt Management annual report is one of the performance managements measures to provide members with outturn figures for 2024/25 for the following:

- A summary of debts written off in each debt area showing the reasons for write off and values.
- Collection performance for Council Tax and Non - Domestic Rates (NNDR).
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

Background

Writing off bad debts is a necessary function of any organisation collecting money. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this report identify those debts.

3. Proposals and Options

Performance

Below are a summary of the Council's three main income streams and the level of debt associated with each, for the last four financial years.

Table 1

Income Area	Year/Date	Total Arrears on 31 st March All Years (after write offs) * (£)	Current Years Arrears Included (After write – offs) ** (£)	% Of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Council Tax	2021/22	3,654,527	1,548,794	1.90%	1,272,071
	2022/23	4,115,165	1,546,928	1.68%	1,439,591
	2023/24	4,188,131	1,481,904	1.53%	1,562,049
	2024/25	4,182,151	1,555,273	1.52%	1,672,438

Table 2

Income Area	Year/Date	Total Arrears on 31 st March All Years (after write offs) * (£)	Current Years Arrears Included (After write – offs) ** (£)	% Of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
NDR	2021/22	393,786	106,462	0.56%	254,611
	2022/23	329,183	201,357	0.82%	211,375
	2023/24	406,489	163,204	0.68%	240,984
	2024/25	253,229	115,244	0.44%	148,212

*This is the cumulative arrears (excludes costs) for all years.

** This is the arrears figure as at 31/3/2025. Collection of the 2024/25 debt is ongoing and £307k council tax and £118k NDR has been collected since 22 June 2025 against the previous 2024/25 year's arrears.

The table below shows the level of sundry debt outstanding at the year-end.

Table 3

Income Area	Year	Total Arrears on 31 st March All Years (after write offs) (£)	Net Debt Raised End of Year (£)	% Outstanding against debit at year end	Provision for Bad/Debt for all years (£)
Sundry Income	2021/22	643,957	7,085,105	9.09%	189,373
	2022/23	1,059,575	7,470,570	14.20%	254,248
	2023/24	1,332,459	8,394,985	15.87%	222,967
	2024/25	833,552	7,093,184	11.75%	£41,074

Figures previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments shown above from 2019/20 onwards are not treated as a corporate debt as they have not been invoiced. The value of these debts is recorded against the subsidy claim and will now be reported separately.

The table below shows the net collectable debit raised across the number of bills/invoices and the total arrears of each.

Table 4

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Council Tax	2021/22	81,511,373	55,825	1,460	3,654,527
	2022/23	91,952,456	55,804	1,648	4,037,735
	2023/24	96,822,771	56,238	1,722	4,188,131
	2024/25	102,643,972	56,723	1,810	4,182,151
NNDR	2021/22	19,105,144	8,158	2,342	393,786
	2022/23	24,700,970	8,327	2,966	329,183
	2023/24	24,056,007	8,085	2,975	406,447
	2024/25	26,031,863	7,843	3,319	253,229
Sundry Income	2021/22	7,085,105	5,637	1,257	657,258
	2022/23	7,470,570	5,733	1,303	1,059,575
	2023/24	8,394,985	6,433	1,305	1,332,459
	2024/25	7,093,184	6,750	1,051	833,552

The table below shows the collection performance of council tax and Non-Domestic (Business) Rates over the past four years.

Table 5

Income Area	2021/22	2022/23	2023/24	2024/25	Target 2024/25
Council Tax	98.1	98.27	98.37	98.37	98.20%
NNDR	99.24	99.25	99.29	99.45	99.20%

There have been several changes over the past few years that have affected council tax charges. From April 2013, support for council tax was localised. The Government reduced the level of funding that it had previously provided to cover the cost of the support (council tax benefit). All those of working age who had previously been on 100% benefit had to pay a minimum of 8.5%. In addition, some people on benefits were also affected by other welfare reform changes – e.g., under occupation of properties in the social sector, the benefit cap, and Universal Credit, putting additional pressure on incomes. In addition to the welfare, changes there were several technical changes to council tax. These included an increase in the charge for empty properties with additional premiums for those empty for more than one, five and ten years, a reduction in the second homes discounts and those properties undergoing structural repair and alteration. These changes affected the level of council tax to be collected and the ability of some

residents to pay. The target for council tax collection continues to be challenging given the above.

There are no longer national indicators for the collection of Council Tax and Non-Domestic (Business) Rates. The performance indicator (PI) is retained as a local PI and continues to be monitored monthly. An important part of debt management is to ensure that bills are sent out accurately and timely and that council tax and business ratepayers are aware of any appropriate discounts, exemptions, reliefs, and benefit entitlement they may apply. Information is sent with the annual bills and is shown on our web site with service information being provided on these. The ongoing promotion of Direct Debit also forms an important part of debt management where 77% of council taxpayers are paying by direct debit and 30% of NNDR customers pay by direct debit.

The Government has made the Small Business Rate Relief (SBRR) scheme more generous from 1 April 2017. Small businesses with a Rateable Value below £12,001 are now entitled to receive 100% relief (increase funded by Government). Small businesses with a Rateable Value between £12,000 and £15,001 may now be entitled to receive a percentage reduction in their rates bill. There have been several new relief schemes to help small businesses with Non-Domestic Rates over the past few years.

The Government's NDR Retail Discount Scheme was implemented from 2019/20 to award retail businesses with a third off their net rates bill. This was increased to 50% from 2020/21 and then changed to the 100% NDR Expanded Discount Scheme. A Nursery Discount Scheme for 100% was also implemented alongside the Business Grant Schemes.

Since March 2020 because of the pandemic and the effect of this on customers' ability to pay, we took the unprecedented step to stop all council tax and Non-Domestic Rates recovery work. Customers were given the opportunity to defer or delay paying us whilst they sort out their personal and business finances. We started sending out soft reminders from August 2020 with court attendances starting again later in the same year. This did impact on the collection performance and arrears.

Non-Domestic Rates had the introduction of the Covid Additional Relief Fund (CARF) for 2021/22 where we agreed on a scheme across most of Norfolk. This scheme awarded a discretionary relief to businesses who were unable to gain other covid business grants instead of allowing them to appeal their rateable value.

The 100% NDR Retail Discount was reduced further from 1 July 2022 to 66% and from 1 April 2022 to 50% discount.

3.1 Write-Offs

The table below shows in summary the amounts of debts that have been written off over the last four years.

Table 6

Income Area	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)
Council Tax	133,790	159,939	113,208	229,725
NNDR	3,957	49,224	25,031	90,488
Sundry Income only	12,595	35,077	50,707	55,271

The table below details the category of debts that have been written off over the year 2023/24 (includes costs) for all years.

Table 7

Category	Council Tax (£)	NNDR (£)	Sundry Income (£)
Unable or Uneconomic to collect / bailiff unable to collect	912	9	Information on category not held on the finance system.
Debtor deceased	10,951	0	
Debtor absconded	112,684	12,683	
Debtor in bankruptcy, liquidation or other Insolvency proceedings	93,704	70,957	
Disputed Liability Debt cannot be proved (conflict of evidence)	4,137	5,195	
Ill health & no means	1,106	0	
Undue hardship	-287	191	
Debt remitted by the Court	0	0	
Irrecoverable	3,932	1,453	
Detained/Prison	2,586	0	
Other	0	0	
Totals	229,725	90,488	55,271

The level of Council Tax and Non-Domestic (Business) Rates debts written off has increased since last year. The Council Tax and Non-Domestic (Business) Rates debts that have been written off are principally debts from insolvency or absconders. Whilst every effort is made to trace debtors there is several debtors that cannot be traced, and the debt must be written off.

4. Corporate Priorities

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

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

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

5. Financial and Resource Implications

There are no resource implications here.

Comments from the S151 Officer:

Collection of income is critical to the Council as the Budget is based on an assumed level of income that the Council will receive for the year. The collection rates achieved by the Revenues team is excellent and this is recognised.

The Council makes every effort to collect outstanding debts and it is only after all avenues for recovery have been exhausted then a debt is considered for write off.

6. Legal Implications

There are no legal implications here.

Comments from the Monitoring Officer

This report details the Council's main income streams and its performance relating to collection as well as our policy and practice in regard to write offs. There are no apparent specific governance or legal issues arising.

7. Risks

The Council is already required to make provision for bad and doubtful debts. The additional information gained from this report will help improve monitoring and our ability to consider the appropriateness of the provisions in a more accurate way.

8. Net Zero Target

This report does not raise any issues relating to the Net Zero target.

9. Equality, Diversity & Inclusion

The Debt Management & Recovery Policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide reasonable facilities and assistance for them to do so.

Before writing off debt, the Council will satisfy itself that all reasonable steps have been considered to collect it and that no further recovery action is possible or practicable. It will consider the age, size, and types of debt, together with any other factors that it feels are relevant to the individual case. All write-offs are dealt with in the same fair and consistent way in line with equality and diversity issues.

While you can be sent to prison for up to 3 months if the court decides you don't have a good reason to not pay your Council Tax and you refuse to do so it is not our Council's policy to take such action where there is an inability to pay and there is a range of support which the Council offers in order to avoid this.

10. Community Safety issues

This report does not raise any issues relating to the community safety issues.

11. Conclusion and Recommendations

This is an annual report detailing the council's collection performance and debt management arrangements for 2024/25

The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

This is a recommendation to Full Council.

To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

To continue to approve the delegated authority as shown in appendix 2 for write offs.

CORPORATE DEBT MANAGEMENT AND RECOVERY POLICY

INTRODUCTION

Effective debt management is crucial to the success of any organisation. It is essential that this authority has clear policies and strategies to help prevent debt in the first instance and then manage the recovery of debt where prevention has failed. If the Council is to achieve its aim of first class resource management, then it must seek to recover all debts due and sustain collection rates. It also has a key role in the prevention of debt, and in providing advice and assistance to clients where there is genuine hardship.

This policy has therefore been designed to address these concerns. Its implementation aims to deliver measurable service improvement and adherence to recognised good practice. Members need to be confident that debt is being managed within the parameters set by this document.

The following policies have been prepared within this framework:

Debt Write -Off policy as shown in Appendix 2.

POLICY AIMS

The key aims of this policy are as follows:

- ◆ To identify debtors as early as possible, and consider fully the debtors circumstances and ability to pay, and so distinguish from the outset between the debtor who won't pay, and the debtor who genuinely can't pay.
- ◆ To work with the client to clear the debt as soon as possible. To ensure a professional, consistent and timely approach to recovery action across all of the Council's functions.
- ◆ To cost effectively pursue all debts owed to the Council, seeking to maintain and improve on the levels of income collected by the authority.
- ◆ To promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the Council. To actively work alongside approved advice agencies to seek early identification of clients who are failing to meet multiple debt liabilities.
- ◆ To only write debt off once all avenues have been exhausted for the recovery of debt. This is in accordance with the Council's write-off policy.
- ◆ To treat individuals consistently and fairly regardless of age, sex, gender, disability, ethnicity, race or sexual orientation, and to ensure that individual's rights under General Data Protection Regulations (GDPR) and Human Rights legislation are protected.

SUPPORTING THE COUNCIL'S CORPORATE PRIORITIES

This Policy supports the Council's drive towards continuous improvement whilst recognising equality and diversity issues. It is reflective of the values and standards adopted by this Council within the Corporate Plan and contribute towards the following priorities:

First Class Resource Management – To manage the Council's resources efficiently and effectively and to make sensible choices in setting priority led service budgets which do not burden council tax payers with unnecessary or unjustifiable costs.

Better Access to Council Services – To improve customer service through all access channels, and to move towards a fully integrated front office with multi-agency enquiry-handling capacity.

The Policy also supports the wider aim of improving service provision through partnership working by seeking to maximise the benefits of external debt advisory agencies.

DEBTS COVERED BY THIS POLICY

The main section involved in debt recovery is Finance.

The debts involved are primarily:

- Council Tax
- National Non Domestic Rates
- Sundry Income

The policy will apply to all sections of the Council and focus on collecting the charge set rather than how the charge is arrived at. Ability to pay is a paramount concern when considering debt recovery. For Council Tax a discretionary scheme (Council Tax Support) is provided on application, which is designed to offset the effects of low income on ability to pay.

Charging policy, statutory or discretionary will never completely remove the problems of people and families on low incomes. The approach to recovery must therefore be sensitive to individual circumstances and take into account multiple debts owed to ensure that arrangements are manageable. The primary aim remains the recovery of debt and improved data sharing will support this aim.

THE LEGAL AND POLICY FRAMEWORK FOR RECOVERY

The Council has a legal duty to ensure cost-effective billing, collection and recovery of all sums due to the Council. This policy is in addition to existing legislation and will provide a framework for procedures to be developed and improved.

This debt recovery policy is concerned primarily with the recovery of debts prior to legal action being taken, but the principles should still be applied wherever appropriate even if litigation has commenced.

Local Taxation

Council Tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments.

National Non-Domestic Rates recovery procedures are laid down by statute in The Local Government Finance Act 1988 and subsequent regulations and amendments.

Methods of recovery for council tax and Non-Domestic (Business) Rates debts are outlined in Appendix 3.

The Council appoints Enforcement Agents to recover local taxation arrears in accordance with an enforcement protocol. Changes to legislation came in from April 2014 under The Taking Control of Goods (Fees) Regulations 2014 nationally standardising fees and charges and an enforcement protocol for bailiffs. Since this date, bailiffs became known as Enforcement Agents. The changes to the legislation are to ensure that the rates and charges added by the Enforcement Agents are transparent and nationally set making it easier for debtors to understand the consequences of non-compliance and the powers available to Enforcement Agents. The Enforcement Agent Code of Practice & Enforcement Agent Instructions with the statutory fees recoverable is shown in Appendix 3.

Miscellaneous Income

Sundry Debt arrears are collected within a well-established framework, but written guidelines are required. On certain debts, interest may be charged for late payment. The debtor will be made aware of any additional costs in advance so that they have the opportunity to avoid this wherever possible. Customers will also be made aware of legal fees and costs that will be incurred for non-payment.

THE POLICY

- Full names, contact address, email address and a phone number will be established wherever possible prior to service provision or invoicing/billing.
- All Council bills and invoices will be raised as soon as practicable on a daily basis and will include clear, relevant and full information as to:
 - What the bill is for;
 - When payment is due;
 - How to pay;
 - How to contact us if there is a query in relation to the bill or in relation to making payment.
- All letters and reminders will:
 - Be written in plain English;
 - Explain fully what has been agreed and the consequences of non-payment;
 - Include appropriate contact details.
- Debtors will be encouraged to make prompt contact if they disagree with a bill or have difficulty in making payment on time. Contact can be made by:
 - Website
 - Email
 - Telephone
 - Letter
 - In person at the Council Offices.

- Problems and bill discrepancies raised will be resolved as quickly as possible to prevent unnecessary delays in payment and incorrect debits.
- All debtors seeking help due to financial difficulties will:
 - Be given the opportunity to have their ability to pay assessed by the relevant collection unit;
 - Be invited to provide details of their means by listing their income and expenditure. (Evidence to confirm the accuracy of the means statement will be requested if necessary);
 - Be invited to use the money and debt advice services available from the Citizens Advice Bureau (CAB) and other similar organisations;
 - Be asked if they have other debts owing to the Council that they also wish to be considered;
 - Be given access to the Council's interpreter service if required.
- If legal proceedings have already commenced, consideration will be given to whether the debt can firstly be attached to earnings or benefits, the priority of the debts owed and the level of repayments currently being made.
- If a specific recovery action has already commenced e.g. attachment of earnings or the debt has been passed to an Enforcement Agency, the action taken will usually continue. However, any arrears not included in the action will be considered in line with existing arrangements and this policy.
- If it is found that the debtor has the ability to pay, but refuses to pay, then recovery action will continue promptly within the existing arrangements for the type of debt.
- If it is found that the debtor is suffering severe hardship or has difficulty managing their own affairs, the following will be considered:
 - Can we reduce the debt? Are they entitled to take up relevant benefits, discounts, exemptions, reliefs or any other reductions to minimise the potential for debt accrual?
 - Does the debtor owe money to other Council services? If so the debtor will be advised that, with their consent, all their Council debts may be taken into consideration when deciding on an arrangement. The advantage to the debtor in making a common arrangement is that they may save time and costs. However, it is for the debtor to decide if this is an option they want to pursue.
- If a debtor takes up the offer to deal with all Council debts collectively, the various services will communicate the debtor's details confidentially between themselves and will endeavour to take a holistic approach to collection without prejudice to their own service. An officer will be identified as a single point of contact for the debtor and will act as a liaison between services.
- Where there is no continuous liability a special long-term arrangement may be made according to the ability to pay and the existing recovery provisions such as an attachment of earnings.
- Where liability is continuous e.g. Council Tax, NNDR any arrangement made will normally require payments over and above the on-going monthly liability. Future instalments must be paid when due as a condition of the arrangement.

Longer term arrangements for older arrears will be strictly monitored and reviewed. If there is no improvement by the review date and if the amount payable cannot be reduced (by awarding Council Tax Support or other reliefs, discounts, exemptions etc.), the Council will reserve the right to continue with legal action, and in the case of Local Taxation, obtain a Liability Order from the Magistrates' Court. This is to protect the Council's interests and prevent the debt from becoming statute barred and irrecoverable. Nevertheless regular contact with the debtor will be made and part payments will be accepted to reduce the overall debt. Furthermore it is not in the debtor's best interest to have a long term arrangement when liability is continuous, since the level of debt will increase as time goes by and the debtor's situation deteriorate rather than improve.

- If a debtor is receiving Income Support or Job Seekers Allowance, this will usually limit the ability to pay to no more than the amount that can be paid directly to creditors by the Department of Work and Pensions (DWP). Where appropriate, a separate agreement will be made for additional debts and Liability Orders depending on the individual's circumstances.
- Debtors given time to pay will be advised to contact the Council immediately should they experience a change of circumstances affecting their ability to pay. This is to discuss the options available to prevent recovery action and additional costs.

If a debtor fails to co-operate by:

- Refusing to provide details of their means, and/or
 - Not consenting to multiple debts being dealt with together, and/or
 - Failing to pay a special arrangement on time without contact, then recovery action will be taken promptly in the normal way.
- If there are council tax arrears on properties of over £1,000, then we are able to apply for a charging order. This basically means we register our interest against a property and when it is sold, we receive the payment out of the proceeds of sale. Some customers ask us to use this method where they have no or low income and are in the process of selling their property. This method is also used where other recovery action has not been successful and the property is empty or a second home. This helps bring the property back into use. Where the property is occupied and there is very large debt because of repeated non-payment, then this method will be considered on a case by case basis with the portfolio member.

LIMITATIONS ON DEBT RECOVERY

All Enforcement Agents appointed will work to an agreed Enforcement Agent Code of Practice & Enforcement Agent Instructions as shown in Appendix 3.

PROCEDURES AND TRAINING

This policy will be made available to all staff dealing with income collection and recovery. This will be reinforced with training and management supervision of all staff involved in collecting debt.

MONITORING

Each section will be responsible for ensuring that this policy is adhered to and effective. Management information will be required for each debt stream on a monthly basis.

Revised
24 June 2025.

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DEBT WRITE OFF POLICY

1. This forms part of the Council's Corporate Debt Management and Recovery policy (Appendix 2).
2. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this document provides the framework within which procedures must be documented and followed.
3. The Debt Management and Recovery policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide all reasonable facilities and assistance for them to do so. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case.
4. The Council will only consider write off in the following circumstances:

Category	Requirement	Action
De-minimus / Uneconomic to collect	Debts less than £25.00 would not be cost effective to pursue. Sundry Income Debts of £100 plus which have been returned from tracing agents and where legal costs will exceed the debt.	Submit for Write Off
Debtor deceased – No Estate	Insufficient funds in estate to discharge debt.	Submit for Write Off
Debtor absconded / Unable to Trace / Detained or Imprisonment *	All attempts to trace debtor have failed. Including tracing agent for debts over £25.00. Including long-term imprisonment (12 months) or more.	Submit for Write Off
Debtor in bankruptcy or liquidation or other insolvency proceedings including Debt Relief Orders**	A claim against the debtor has been lodged with the administrators. No dividend is to be paid or the balance after the dividend is submitted.	Submit for Write Off
Debt cannot be proved (conflict of evidence)	An explanation should be given as to why recovery cannot be made.	Submit for Write Off
Ill Health & no means	Written evidence of one of the following criteria: 1. Terminal illness and limited means 2. Where payment would cause further ill health 3. Old age and frailty and no financial	Submit for Write Off

	assistance 4. Severely mentally impaired and no financial assistance 5. Long term hospitalisation or residential care and no means to pay	
Undue hardship and debt remaining following negotiated settlement.	Where the debtor can provide written evidence of genuine financial difficulty, showing evidence of inability to pay even small instalments, or that such payment will cause undue hardship.	Submit for Write Off
Debt remitted by the Court	Action in the Magistrates Court has resulted in the Magistrates remitting the debt, leaving the Council with no alternative but to write off the amount.	Submit for Write Off
Irrecoverable / Out of Jurisdiction***	The debtor has moved out of legal jurisdiction or the debt has been returned nulla bona and all other recovery avenues have failed.	Submit for Write Off

** If a debtor's whereabouts become known after the write-off has been approved, then the debt should be written back on.*

*** If a dividend is subsequently paid, then the debt should be written back on.*

**** If the debtor subsequently moves back into legal jurisdiction, then the debt should be written back on.*

5. Debts will normally only be considered for write off where the account is "closed" (i.e. no recurring debt). Only in exceptional circumstances will amounts on "live" (i.e. ongoing accruing debt) accounts be considered for write off. Such cases must demonstrate that further recovery action will not achieve collection of the debt.
6. The Director for Resources will be accountable to Cabinet Committee for the effective management of debt write offs and will ensure that appropriate performance management arrangements are introduced across all Council service and debt areas.
7. Decisions on the write off of individual debts will be taken in accordance with the Council's Scheme of Delegation. They must also comply with all relevant statutory requirements and those of the Director for Resources or designated representative(s).
8. Cabinet Committee will receive an annual report from the Director for Resources summarising performance on debt write offs during the previous year.
9. Each Service Head will be responsible for the initial recovery of debt within their service. Where the debt is collected through Sundry Income the Director for Resources will be responsible. Once recovery action is required, this must be passed to the recovery section who will then take ownership of the debt.
10. The Heads of Service will be responsible for the regular review of debts and will consider the need for write off of individual debts within their jurisdiction, monthly.

11. Negotiated settlements generally result in the need for a write off. Any negotiation of a settlement at court will be the responsibility of the Court Officer, as such, situations cannot be planned and we need to respond immediately. Any other negotiated settlement will require approval according to the Scheme of Delegation i.e. the write off amount is the sum being remitted through negotiation.
12. Prior to write off being proposed, the debt will be reviewed to ensure that no further recovery action is possible or practicable.
13. Following the appropriate investigation, those debts still considered irrecoverable will be proposed for write off. The following information needs to be provided for each debt to the officer who authorises the write offs:
 - Debtors name
 - Debtors address
 - Description of debt
 - Period of debt and / or date of invoice
 - Amount to be written off
 - Reason for write offSupporting documentation must be retained and available that shows:
 - Evidence to support write off
 - Recovery history
 - Details of tracing and enquiries carried outIn considering a debt for write-off, the following conditions will apply:
 - Each case will be considered on its merits
 - Each request will be supported by relevant documentation
 - Each case will receive authorisation from the appropriate authorised officer.
14. Appropriate records of all authorised write offs will be maintained and reviewed periodically against live caseload. This will enable any trends to be identified and will support the review of the Policy every 12 months.
15. Authorisation levels are reflected in the Scheme of Delegation within the following parameter.

Section Manager / Team Leader	up to £5,000
Head of Service / Revenues Manager	up to £20,000
Section 151 Officer or Deputy Section 151 Officer	up to £30,000
Director for Resources or Chief Executive in consultation with the Portfolio Member	over £30,000
16. The revenues manager will record all write-off decisions, and provide a summary to the Director for Resources. This will be available for further Scrutiny, for Audit purposes and for reporting to Cabinet.
17. The Director for Resources will submit an annual report to Cabinet identifying the following:
 - A summary of debts written off in each debt area showing reason for write-off, values and number of cases.
 - Collection performance for each service area
 - Level of arrears outstanding
 - Level of provision for bad and doubtful debts

Appendix 2

Reviewed 24 June 2025.

Appendix 3

Methods of debt recovery.

Attachment of Earnings Order

The Council can order an employer to make deductions from earnings of their employee and to pay the deducted amount to the Council. Failure to comply with the order may result in the employer being fined.

The amount deducted will be in line with regulations and will depend on earnings. Employers can deduct £1 per order for every time a deduction is made to cover administration costs and deductions will continue until the debt is paid. Changes in employment must be reported to the Revenues Team within two weeks.

Deductions from Department for Work and Pensions benefits

The Council can ask the Department for Work and Pensions (DWP) to make deductions from Universal Credit, Income Support, Jobseekers Allowance, Pension Credit or Employment Support Allowance.

The amount deducted will be in line with regulations and will depend on the amount of benefit in payment and any existing deductions in force. Changes to benefit entitlement must be reported to the Revenues Team within two weeks.

External agencies

We work in partnership with several specialist companies in our efforts to recover unpaid council tax and business rates. These companies provide additional support and are specialists in their respective area of recovery. External companies are used for debt collection work, tracing absconders, enforcement action and insolvency. Costs will be added to the debt and external agencies will be used if all other attempts to recover the debt have failed.

Once a case is referred to the debt recovery specialist, all further contact will be referred to the practitioner. The documents issued will recommend the debtor seek their own independent legal advice.

Bankruptcy/insolvency

If the debt owed is more than £5,000 bankruptcy/insolvency proceedings will be considered. There are significant costs associated with this method of recovery, that are incurred by the customer, and their home may be at risk.

A full risk assessment will be undertaken by the Revenues Team using all the information available from the council's records including Land Registry checks, credit reference reports and Companies House records where applicable.

The team will liaise with Social Prescribing Team and other relevant partners to check for vulnerability before proceeding. All cases referred to our debt recovery solicitors for bankruptcy proceedings will be authorised by the Revenues Manager.

Charging orders

When a customer owns property a Charging Order may be appropriate.

Once a Charging Order has been granted against a property, the Council can apply to the court for an Order for Sale and force the property to be sold and the debt recovered from the proceeds of the sale.

There are significant costs associated with this method of recovery, that are incurred by the customer, and their home may be lost so these proceedings will be used with caution. A full risk assessment will be undertaken by the Revenues Team using all the information available from the Council's records including Land Registry checks, credit reference reports and Companies House records where applicable.

The team will liaise with Social Prescribing Team and other relevant partners to check for vulnerability before proceeding. All cases referred for Charging Orders will be authorised by the Revenues Manager.

A factor to consider when deciding to proceed with a Charging Order would be the length of time it will take for the Council to receive the money which may run into years. Once a Charging Order has been granted against a property, the Council can apply to the court for an order to evict and force the property to be sold and the debt recovered from the proceeds of the sale.

The Council may still look to recover any debt that remains not covered by the Charging Order, by other methods.

Tracing debts

All debts owed to the council will be pursued. If the debtor leaves their last known address without a forwarding address, the Council will use various means of tracing the debtor which may involve external tracing agents.

Winding up (Business Rates)

If the ratepayer is a limited company, the Council can apply to 'wind up' the business. There are significant costs associated with this method of recovery that are incurred by the ratepayer.

After agreeing this method of recovery against a business, the Council will send a formal request for payment advising of the intended action and subsequent consequences if the debt is not paid. If no response is received within 14 days, the Council will consider whether a petition for the winding up of the company should be issued.

If the Council seeks a petition from the High Court, the petition will be served on the ratepayer advising them of a date and time of the hearing. At this stage, significant costs are added to the debt.

If the ratepayer refuses to attend court to make representation to the judge, this generally results in the company being wound up. Once the company has been wound up, the matter is then referred to the Official Receiver.

Enforcement agents

the Council will instruct their Enforcement Agents to collect the balance owing when a customer has failed to provide income details, failed to agree an acceptable payment plan and/or make the agreed payments.

The Revenues Team will continually monitor the performance of the Enforcement Agents to ensure they are an efficient and effective collection method.

If the Enforcement Agent cannot identify sufficient goods to clear the debt, or cannot gain lawful entry to the property, they will advise the council accordingly. The Revenues Team will then consider further recovery action as appropriate.

Enforcement Agent Code of Practice

Any Enforcement Agent engaged by this Council shall adhere strictly to the provisions contained in the appropriate legislation relevant to taking control of goods and any other instructions laid down by this Council as may be in force at the relevant time.

The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below: -

Schedule of Enforcement Fees (other than under a High Court Writ)

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £1500
Compliance Stage	£75.00	0%
Enforcement Stage	£235.00	7.5%
Sale or disposal stage	£110.00	7.5%

The above figures are not including VAT.

The Enforcement Agent shall not represent himself as an employee or representative of the Council, unless directly employed by the Council.

- The Enforcement Agent shall not follow any irregular practices with regard to taking control of goods or attempting to take control of goods, or in the execution of warrants and shall not cause nuisance or trespass in the execution of his duties.
- The Enforcement Agent may conduct his business out of normal office hours, (8:30 - 5:00) but shall at all times consider the reasonableness of the time and the debtor's personal and business movements.
- The Enforcement Agent shall not discriminate against or in favour of a debtor on the grounds of ethnic origin, sex, religion, status, race, colour, creed or disability.
- No removal of goods is to be undertaken without prior authorisation, preferably in writing, by the Client, against the long-term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, those on Income Support, or those where in the opinion of the attending Enforcement Agent to do so would cause the Council unwarranted publicity.
- All Enforcement Agents are required to be Certificated Enforcement Agents of the County Court and either corporate or individual members of CIVEA or working towards it and shall not have, nor permit any of his personnel to have, any criminal convictions or disqualification including those under the Rehabilitation of Offenders Act 1974 and shall sign a declaration to that effect.
- Debtors are to be given a minimum 14 days' notice before enforcement visits commence.
- The Enforcement Agent shall indemnify the Council against any and all actions arising from any act or omission not occasioned by the Council and those where the Enforcement Agent was aware that there was an act or omission prior to the action taking place.
- Cases where the taking control of and removal of "Tools of the Trade" over the statutory £1350 limit is being sought shall be referred on a case-by-case basis to the Revenues Team Leaders/Revenues Manager. No such removal shall take place without this referral having been made.
- Whilst permitted in legislation, visits are not to be made on Sundays.

Enforcement Agent Instructions

1. General

- 1.1 It is the Council's policy to be firm yet fair when dealing with our taxpayers.
- 1.2 Although the Council's preferred method of recovery is Attachment of Earnings or Benefits the Council's Policy is that the most appropriate method shall be used from information available to recover the sums due.
- 1.3 No method of recovery shall be used which is either not in the Council's best interests or which may bring the Council into disrepute. At all times an attempt should be made to minimise the detrimental effect on the family of the taxpayer whilst ensuring the debt is paid. Special care shall be taken when dealing with vulnerable groups i.e. the elderly, the long-term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, or those on Income Support/Job Seekers Allowance Income Based.
- 1.4 If there is a genuine inability to pay and the debt is small the Enforcement Agent should pass the information and circumstances to the office so that an informed decision as to the appropriate action can be made.

2. ENFORCEMENT AGENT WORKING PRACTICES.

- 2.1 The Contractor shall not sub-contract the provision of the service or any parts thereof to any person.
- 2.2 Work shall be issued to the Enforcement Agent electronically.
- 2.3 The Enforcement Agent shall conduct his/her affairs in accordance with statutory requirements and comply with the North Norfolk District Councils Code of Conduct for Enforcement Agents, Enforcement Agent Guidelines, Enforcement Agents Code of Practice, and any nationally approved Code of Practice.
- 2.4 All visits shall be carried out in accordance with legislation.
- 2.5 The Enforcement Agent shall commence processing all cases issued to him within 3 days of instruction unless otherwise agreed by the Council.
- 2.7 The Enforcement Agent shall, on each visit to a debtor's premises, present his identification without being requested to do so once it has been confirmed that he is speaking to the debtor.
- 2.8 The Enforcement Agent shall thoroughly and accurately complete the appropriate visiting documentation provided to him by his employer.
- 2.11 The Enforcement Agent shall seek completion of signed controlled goods agreements where required.
- 2.12 The Enforcement Agent shall have regard to the Council's Special Arrangement Policy when considering entering into Controlled goods agreements with the debtor.
- 2.13 Goods taken into control shall be detailed on the appropriate Enforcement Agency documentation. In the case of electrical goods, serial numbers shall be listed on the inventory.
- 2.14 In exceptional circumstances, i.e. where the Council or the Enforcement Agent is aware of a debtor's imminent intention to move away or another Enforcement Agents' imminent involvement in one of our cases, the normal process will be by-passed and immediate action to take control of/remove goods to secure the Councils' position shall take place.
- 2.17 The Enforcement Agent shall provide sufficient and accurate evidence, including a nulla bona certificate, in cases where required.
- 2.18 The Enforcement Agent shall obtain authorisation from the Revenues Manager or Revenues Team Leader prior to the removal of goods taken control of.
- 2.19 The Enforcement Agent shall attend Court to act as witness if so required.
- 2.20 The Enforcement Agent shall immediately inform the Revenues Manager or Revenues Team Leader of any cases of physical or verbal abuse or where any action could lead to an official complaint or legal challenge being directed at the Council.
- 2.21 The Enforcement Agent shall be notified by the Council within five working days of the posting to an individual's account of payments received or amendments made which alter the balance of any Liability Order currently being processed by him/her.

COUNCIL'S SPECIAL ARRANGEMENT POLICY

- When making special payment arrangements the Enforcement Agent shall endeavour to ensure the arrangement ends within the same financial year, or does not exceed a period of 12 months, having sought approval from a member of the Revenues Team.
- Debtors can be offered the option of weekly or fortnightly instalments instead of monthly.
- If the debtor requests that the instalment profile is extended over a year end or twelve-month period written or verbal authorisation shall be sought from a member of the Revenues Team
- Remember when making these arrangements to notify the Debtor that the new year's instalments will need to be paid when due.
- All arrangements shall be made subject to the debtor signing a controlled goods agreement.
- Any failure by the debtor to maintain the special arrangement shall result in further recovery action being taken.

Revised 24 June 2025.

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Housing Benefit Debt Recovery Report – 1 st April 2024 to 31 st March 2025	
Executive Summary	<p>This report provides an update on Housing Benefit debt recovery detailing the Councils' collection performance and debt management arrangements for 2024 – 25.</p> <p>The report includes a:</p> <ul style="list-style-type: none"> ▪ A brief overview of Housing Benefit overpayments ▪ Housing Benefit Debt Recoveries performance ▪ Key trends and known risks to performance ▪ Recommendations of future recovery strategies
Options Considered	<p>To continue with the write-off limits at their current levels.</p> <p>To continue to recover outstanding debt within the current guidelines.</p> <p>The implementation of additional recovery methods to maximise recovery options to the Council.</p>
Consultation(s)	No consultation is required as this is a statutory requirement.
Recommendations	<ul style="list-style-type: none"> (i) Note the performance of the debt management function carried out by the Benefits service. (ii) Note the debt write-offs for the year. (iii) Note the emerging impact of Universal Credit on collection levels. (iv) To support the implementation of future recovery strategies. (v) To approve the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.
Reasons for recommendations	Recommendation is to approve the annual report in relation to Housing Benefit Overpayment recovery and to approve the continued use of legislated recovery methods to ensure revenue to the Council is maximised.
Background papers	<p>Housing Benefit Overpayment Policy (Appendix 1)</p> <p>Corporate Debt Management and Recovery Policy</p> <p>Debt Write Off Policy</p>
Wards Affected	All
Cabinet member(s):	Wendy Fredericks
Contact Officer	<p>Trudi Grant, Benefits Manager (01263 516262)</p> <p>trudi.grant@north-norfolk.gov.uk</p>

Links to key documents:	
Corporate Plan:	Effective income management processes are critical to the delivery of overall Council service objectives. A more efficient income management process contributes to the availability of resources for wider or deeper service provision. It is linked to the Council's Corporate Plan priority of being a strong, responsible, and accountable Council.
Medium Term Financial Strategy (MTFS)	<p>Housing Benefit debt recovery contributes to the MTFS by improving revenue, supporting financial control, enabling accurate financial planning, and helping meet statutory and audit expectations.</p> <p>We will support the Council in maintaining a financially sound position, seeking to make best use of its staff resources, effective partnership working and maximising the opportunities of external funding and income.</p>
Council Policies & Strategies	<p>Corporate Debt Management and Recovery Policy</p> <p>Debt Write Off Policy</p> <p>Housing Benefit Overpayment Policy (Appendix 1)</p>

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Yes - The public interest in recovering Housing Benefit overpayments lies in ensuring the efficient, fair, and responsible use of public funds, which supports the Council's Medium Term Financial Strategy.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

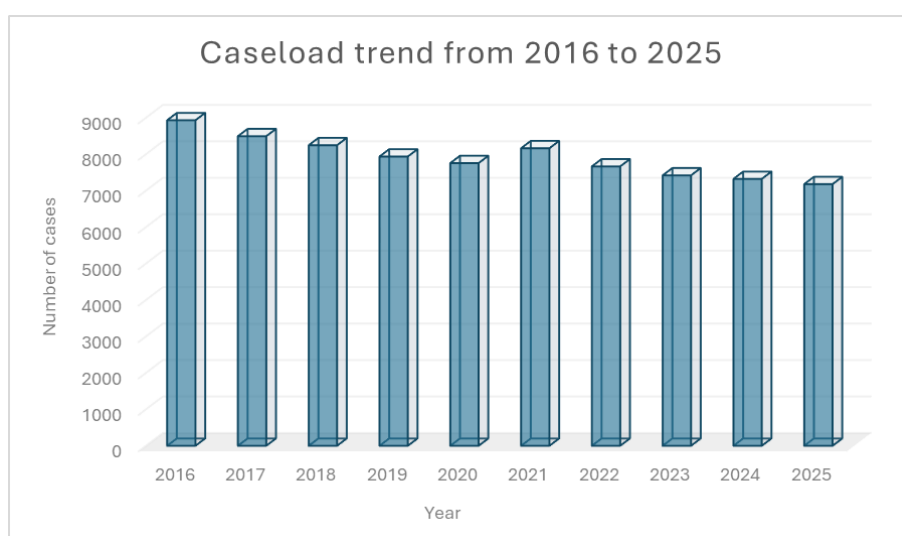
- 1.1 This is an annual report detailing the Council's collection performance and debt management arrangements for 2024/25 in relation to Housing Benefit Overpayment debt.
- 1.2 The report provides the Council with the assurance as to the efficiency and effectiveness of its collection and recovery policies and systems.

2. Introduction

- 2.1 The Benefits Team is responsible for the collection of Housing Benefit overpayments. It is important that we have robust procedures in place for the collection of overpaid Housing Benefit. This is a key income stream for the Council which offsets against any Housing Benefit subsidy losses.
- 2.2 Housing Benefit overpayments are one of the most difficult debts to collect as the debtor is often receiving benefits, is on a low income or is vulnerable. Notwithstanding this, the Department for Work and Pensions (DWP) is clear that local authorities should maximise all recovery options and should make use of networks and intelligence to support the recovery process.
- 2.3 The Government publishes statistics on the amount of Housing Benefit that local authorities have identified as overpaid to claimants, the amount recovered, and the amount written off. The statistics are published twice yearly, in March and September and are based on the Housing Benefit Debt Recovery (HBDR) returns we submit to the DWP each quarter. North Norfolk District Council's performance and how it compares regionally is shown in section 10.5 to 10.7 of this report.

3. Housing Benefit Caseload

- 3.1 Housing Benefit (HB) is an income-related benefit that is intended to help meet housing costs for rented accommodation. Housing Benefit is treated as a legacy benefit and is being replaced for most working-age claimants (with some exceptions) by the housing element of Universal Credit (UC). This process is referred to as Managed Migration.
- 3.2 The number of people claiming HB has been steadily decreasing and will continue to fall as legacy HB claims transfer to UC. This downward trend is reflected below illustrating approx. 20% decline over the last 10 years.



- 3.3 Looking ahead, managed migration of UC, will impede our recovery performance. We have identified all known risks to our service delivery associated with managed migration and we are taking steps to mitigate these with debt recovery being one of the areas being monitored.

- 3.4 Where the number of people claiming HB is reducing, the amount of overpaid HB identified by local authorities will reduce, as well as the amount of overpaid HB we can recover. In addition to this the administration grant for HB received from the DWP and the amount of subsidy we can claim will also reduce over time.

4. What is an overpayment

- 4.1 An overpayment occurs where an amount of HB has been paid to which there is no entitlement. This can happen for several reasons including the claimant giving incorrect or incomplete information, the claimant delaying in reporting changes which may affect their entitlement or the Council making an error when calculating or paying HB.
- 4.2 Changes in circumstances can be identified through DWP data matches or may be notified by the claimant or a third party.
- 4.3 There are also overpayments that are caused by deliberate fraud or wilful neglect in reporting changes that would have led to a lower entitlement which create large overpayments for individuals who then struggle to repay the amounts.
- 4.4 *Example of Housing Benefit overpayment:*

Mr H of 1 Street receives £50 per week in HB. Mr H has currently been paid Housing Benefit up to Sunday 8th June 2025. On, Monday 9th June 2025, Mr H informs the team that he vacated the property he was claiming HB for on Sunday 11th May 2025. An overpayment of HB is created for the period Monday 12th May 2025 to Sunday 8th June 2025 (4 weeks @ £50 per week = £200).

5. The importance of identifying Housing Benefit Overpayments early

- 5.1 Overpayments represent money that was paid out incorrectly and should not have been spent. Identifying and recovering these overpayments helps ensure that public funds are used appropriately and fairly, protecting the public purse.
- 5.2 When Housing Benefit is overpaid, the local authority may not always be able to recover the money, especially in cases of official or local authority error. This means the Council could bear the financial loss. Identifying overpayments early reduces this risk.
- 5.3 If overpayments go undetected, incorrect payments may continue for months or even years. Early identification stops further loss and allows the correct benefit amount to be paid moving forward.
- 5.4 Timely identification helps distinguish between error (e.g., forgetting to report a change in income) and intentional fraud. Addressing overpayments helps reinforce compliance with benefit rules and can deter fraudulent claims.
- 5.5 Overpayments can result in significant debts for claimants if not identified early. Prompt detection allows quicker resolution and a smaller repayment burden, helping to avoid financial hardship.

- 5.6 Local authorities must demonstrate good financial governance and compliance with DWP regulations. Identifying and classifying overpayments accurately supports audit processes and allows the authority to claim the correct level of subsidy from central Government.

6. Housing Benefit Subsidy

- 6.1 Housing Benefit Subsidy is the mechanism by which we are reimbursed by the DWP for the Housing Benefit we have paid out in each financial year. This is claimed back through the Final Subsidy claim which is subject to an external audit.
- 6.2 The amount we are reimbursed depends on the type of claim, the tenancy type, and any errors or overpayments. The HB Subsidy rates that apply to different types of claims and overpayments are shown below.

Type of Benefit Payment / Overpayment	Subsidy Rate	Notes
Claimant error	40%	Council must attempt recovery to receive this rate.
Local Authority error	0% to 100%	Thresholds determine the amount of subsidy recouped. These are based on the total amount of our Local Authority error overpayments. If we stay below the lower threshold we will receive 100% subsidy back on overpayments. This reduces to 40% if levels go over the lower threshold, and 0% if levels go over the higher threshold which are calculated throughout the year based on overpayment levels.
Official error (e.g. by the DWP)	100%	This is reduced to 0% if the overpayment is recovered. These overpayments are normally written-off as they are official errors and not fair to the claimant to recover.
Fraud overpayments (with prosecution/sanction)	40%	Must meet fraud criteria (e.g. penalty, caution, or conviction)

- 6.3 Councils only receive 40% subsidy on a claimant error overpayment. However, if we can collect anything between 40% to 100%, this is considered additional revenue to the Council and should be recovered in an efficient manner whilst still having regard to the customer's ability to pay.
- 6.4 *Using the previous example in 4.4 - As the Council has already paid out £200 in HB, there will be a cost to the Council of £120 as it will only get £80 (40%) subsidy back on the original expenditure of £200.*
- 6.5 *The incentive here is to recover the full £200 as the Council will increase revenue by an additional £80.*

- 6.6 Where an overpayment is being recovered through deductions from ongoing HB payments, full subsidy is claimed (as this is part of a claimant's HB award diverted to the debt rather than paid out) but, where cases migrate to UC, there will simply be no ongoing HB so no subsidy at all.
- 6.7 Our Final Subsidy claim for 2024/25 identified a total of £99,845 in claimant error overpayments of which we receive 40% subsidy = £39,938. Where we can recover the overpayment from ongoing benefit, we would be able to recoup the remaining 60% (£59,907).
- 6.8 The impact of the loss is made worse for Prior Year overpayments. This is where an overpayment is created that spans a previous financial year. The LA will have claimed 100% subsidy on the expenditure as it relates to a previous financial year and would have been included in the Final Subsidy claim for that year. The LA in effect must pay back the DWP 60% of the value of the overpayment and has the 100% subsidy replaced with 40%.
- 6.9 Our Final Subsidy claim for 2024/25, identified £118,779 of claimant error overpayments being created for a previous financial year. We would have claimed 100% subsidy for this expenditure as part of the 2023/24 Final Subsidy claim. We would now have to pay back 60% of this expenditure to the DWP (£71,267). Where we can recover 100% of the overpayment from ongoing benefit, we would be able to recoup the 60% we had to payback.
- 6.10 Continued UC migration will impact the recovery of HB overpayments and recouping subsidy losses.

7. Tackling fraud and error in the Benefits system

- 7.1 Fraud and error are significant risks within the welfare benefits system due to the complexity of regulations and frequent changes in claimant circumstances. We receive approx.8,000 work items each month. Accurate and timely assessments are crucial to avoid incorrect HB payments, reduced subsidy from the DWP, and financial losses for the Council.
- 7.2 We are focused on reducing benefit fraud and error and are currently undertaking the following measures.

Type of measure	Notes
Verification Framework	Evidence requirements for new claims and changes ensures correct and relevant evidence is gathered before a payment is made.

Housing Benefit Matching Service (HBMS)	The DWP matches HB records submitted by the Council against other Government databases (HMRC, DWP).
National Fraud Initiative (NFI)	A Government led data matching exercise. Cross matches are carried out against data sets supplied by DWP, HMRC, DVLA, NHS.
Housing Benefit Accuracy Award (HBAA)	DWP lead initiative which supports Councils to improve the accuracy of HB claims. Targets high risk claims using data analytics and claim characteristics.
Fraud referrals	Where there is suspected fraud activity against HB, a referral is passed to the Single Fraud Investigation Service (SFIS) for investigation.
Regular Quality Assurance checks	Accuracy checks are carried out to ensure accurate decision making, compliance, prevention of subsidy loss, improved staff performance and training needs.
Training for staff	Periodic training is completed to ensure officers are applying correct legislation, verification, and decision making.
Media campaigns	We encourage customers to report changes in their circumstances through online, social, and paper based campaigns. We also offer several methods to report a change.

8. A supportive & informative approach to debt recovery

- 8.1 We are committed to taking a supportive approach to the recovery of HB overpayments, recognising that many residents facing debt are experiencing financial vulnerability, hardship, and complex circumstances. Rather than taking a solely enforcement-led approach, we aim to balance the need of recovering monies owed with compassion and fairness.
- 8.2 With the current cost of living, we find we chase customers for multiple debts who are often in financial difficulty and unable to effectively manage their finances. Many households facing financial hardship, will result in loss of income to the Council as households will need to prioritise household bills such as rent, food, electricity, gas, and water over bills such as Council Tax and HB overpayments. We have also seen households cancelling important services around health and care, which could have a knock on effect to demand for other Council services.
- 8.3 It is important to have efficient and effective recovery mechanisms in place to maintain the Council's cash flow but at the same time using methods that support our most vulnerable residents.
- 8.4 To strengthen our approach to debt recovery, People Services has established a collaborative partnership with Citizens Advice where our vulnerable residents can access early engagement, financial inclusion, and person-centred support.
- 8.5 We are also using the Low Income Family Tracker (LIFT) Dashboard to make informed decisions on a customer's ability to pay and allows us to work with customers to break

the cycle of debt, ensuring they are receiving all benefits and financial support they are entitled to and effectively recovering monies that is owed to the Council.

- 8.6 Our Financial Inclusion work is continuing to maximise households' income through unclaimed benefits and grants and so far, has achieved £5.6 million additional annualised income for residents since 2023.
- 8.7 This approach not only supports ethical and responsible debt recovery, but also strengthens financial resilience, prevents escalation of hardship, tackles poverty, and improves resident outcomes.

9. Current outstanding overpayment levels

- 9.1 While we maximise recovery opportunities through various methods, HB overpayments remain challenging to collect. This is often due to debtors being on low incomes, receiving DWP benefits, or being vulnerable. Fewer recovery options are available for HB overpayments compared to Council Tax or Business Rates, for example.
- 9.2 Where an overpayment occurs and HB remains in payment, we can recover it by deducting a set amount from the ongoing HB entitlement each month. The DWP sets maximum recovery rates; the standard rate is £13.95 per week, increasing to £23.25 per week for overpayments resulting from fraud.
- 9.3 As at May 2025, we are recovering £175,905.82 in overpaid HB against 82 cases using this method. These debts are not yet classed as corporate debt, as they have not been passed to the Sundry Debtor system. They continue to be recorded against the subsidy claim and will transfer to the Sundry Debtor system when the claimant migrates to UC.
- 9.4 In addition to this, as of May 2025, we have £688,000 of overpaid HB to be collected through the Sundry Debtor system. This is spread across 420 accounts.
- 9.5 A small number of debts are being managed by the Finance team through the Civica E-Financials system, as they have existing benefit attachments or payment arrangements which we do not wish to disrupt. The total debt outstanding against these cases is £54,573.
- 9.6 The total debt outstanding across all systems is shown below.

System	Amount of HB overpayment outstanding
Open Revenues – Recovery via ongoing HB	£175,905.82
Open Revenues – Sundry Debtor	£688,000
Civica Financials – Sundry Debtor	£54,573
Total debt to collect across all systems	£918,478.82

10. Recovery Performance for 2024/25

- 10.1 The Government publishes statistics on the amount of Housing Benefit that local authorities have identified as overpaid to claimants, the amount recovered, and the amount written off. The statistics are published twice yearly, in March and September and are based on the Housing Benefit Debt Recovery (HBDR) return we submit to the DWP each quarter.
- 10.2 We attend quarterly meetings with the DWP LA Performance Team where our overpayment recovery performance is one of the areas of service delivery that is reviewed. The DWP has advised that our Housing Benefit Debt Recovery performance is comparatively strong. A recovery rate of between 28% - 30% is considered strong by the DWP.
- 10.3 Our collection rate for End of Year 2024/25 was 31.38% which is an increase to the previous year. At the beginning of the 2025 financial year, we have just over £633,000 of overpaid HB debt to collect via the Sundry Debtor system. Please refer to the table below.

HB Debt Recoveries performance			
	FYE 2023/24 (£)	FYE 2024/25 (£)	FYE 2025/26 (£)
Overpayment outstanding at the start of year (1 st April)	660,752	707,598	633,006
Overpayments identified throughout the year	336,405	217,056	
Overpayments recovered throughout the year	274,773	257,775	
O/p written off	16,304	37,160	
% recovery against total debt	29.04%	31.38%	

- 10.4 Details of our Housing Benefit overpayment collection performance for Norfolk are shown below. The Council only has rent allowance (private rent cases) overpayments as we do not have any housing stock (rent rebate cases). There is quite a time lag in the national figures being published, and we currently only have national data to September 2024 (Q2).
- 10.5 In Q1 and Q2 for 2024, we have the third highest performance around the recovery of HB overpayments.

		Total value of HB overpayments recovered during the quarter (in thousand £)					
		Q1			Q2		
		Rent Rebate	Rent Allowance	*Total	Rent Rebate	Rent Allowance	*Total
E10000020	Norfolk						
E07000143	Breckland	-	172	172	-	277	277
E07000144	Broadland	-	37	37	-	34	34
E07000145	Great Yarmouth	32	52	84	27	50	78
E07000146	King's Lynn and West Norfolk	*	*	86	*	*	103
E07000147	North Norfolk	-	160	160	-	148	148
E07000148	Norwich	127	110	237	107	143	250
E07000149	South Norfolk	-	64	64	-	70	70

- 10.6 Through targeted interventions, data matching, and by reaching out to customers to report changes promptly, we have the third highest performance in Q1 and Q2 around identifying HB overpayments, as shown below.

		Total value of HB overpayments identified during the quarter (in thousand £)					
		Q1			Q2		
		Rent Rebate ¹	Rent Allowance ²	*Total	Rent Rebate ¹	Rent Allowance ²	*Total
E10000020	Norfolk						
E07000143	Breckland	-	120	120	-	335	335
E07000144	Broadland	-	84	84	-	62	62
E07000145	Great Yarmouth	26	28	54	23	33	56
E07000146	King's Lynn and West Norfolk	*	*	46	*	*	115
E07000147	North Norfolk	-	114	114	-	120	120
E07000148	Norwich	78	145	223	87	116	204
E07000149	South Norfolk	-	81	81	1	88	89

10.7 When reviewing performance around the level of outstanding Housing Benefit debt (rent allowance only), we have the third lowest level of outstanding debt across Norfolk in Q1 and the second lowest in Q2, as shown below.

		Total value of HB overpayments outstanding at the start of the quarter (in thousand £)					
		Q1			Q2		
		Rent Rebate ¹	Rent Allowance ²	*Total	Rent Rebate ¹	Rent Allowance ²	*Total
E10000020	Norfolk						
E07000143	Breckland	-	1,823	1,823	-	1,762	1,762
E07000144	Broadland	-	981	981	-	1,028	1,028
E07000145	Great Yarmouth	448	1,223	1,671	442	1,198	1,640
E07000146	King's Lynn and West Norfolk	*	*	1,619	*	*	1,555
E07000147	North Norfolk	-	1,050	1,050	-	993	993
E07000148	Norwich	2,045	1,951	3,996	1,992	1,983	3,975
E07000149	South Norfolk	5	749	754	6	757	763

11. Write-Offs

11.1 The provision for bad debt for all Housing Benefit Overpayments is £515,113.

11.2 Overpayments are only written off following careful consideration and in line with the Corporate Debt Write-Off policy and Housing Benefit Overpayment Policy. The table below shows a summary of the amount of debt written off and reason in 2024/25.

Write off reason	Number of cases	Amount of debt written-off (£)
Bankrupt	50	10,270
Deceased – no estate	32	25,299
Interest charges not able to be recovered	2	107
Of ill health	1	228
Undue Hardship	2	180
Uneconomical to recover	17	1,077
Total	104	37,160

12. Risks affecting recovery of overpayments in 2025 and beyond

- 12.1 There are several factors which could risk the team's performance around the recovery of overpayments.
- 12.2 *Change in volume or value of overpayments*
In 2024 we saw an increased level of overpayments outstanding at the start of the financial year compared to the previous year. This was partially attributed to Government initiatives such as the Housing Benefit Award Accuracy scheme, which looks for fraud and error in the system. Whilst such initiatives are welcomed, because of this initiative, an additional £11k of HB overpayments were identified. These initiatives are continuing in 2025. An increase in overpayments will also be seen because of managed migration as Housing Benefit claims end.
- 12.3 *Delays in processing changes in circumstances*
If we do not process reported changes before the next payment of Housing Benefit is issued, subsequent overpayments are classified as a Local Authority error and could result in further loss of subsidy and recovery. During 2024 we saw an increase in workloads due to the additional work associated with the managed migration to Universal Credit. Workloads in 2023/24 were calculated at just under 89,000 work items, and for 2024/25 workloads increased to just over 94,000 work items. The increase in workloads is expected to continue during 2025 with the managed migration process due to be completed by 31st March 2026. We are also seeing a reduced team size.
- 12.4 *Emerging barriers to recovery*
Rising cost of living and economic hardship reduces the claimant's ability to repay debts promptly. We also need to consider the increased levels of financial vulnerability where households are struggling to meet the cost of priority bills such as food, utilities, and rent. This limits the capacity around repayments.
- 12.5 *Transition to Universal Credit and other welfare reforms*
As Housing Benefit continues to transition alongside the rollout of Universal Credit (UC), we must adapt our overpayment recovery strategies to account for more complex overlaps and transitional rules. The shift of claims from HB to UC means fewer HB claims but the legacy HB debt remains and must still be recovered.
- 12.6 Where the overpayment would have been recovered directly from ongoing HB payments, once the HB claim ends due to the transition to UC, the debt is more difficult to recover. Normal practice would be to recover through an Attachment of Benefits directly from the UC payment, but HB is seen as a low priority debt when the DWP handles attachments of benefits and other debts such as Council Tax and utilities take precedence.
- 12.7 Welfare reforms have been announced by the Government around disability benefits. This will affect households from 2026 where access to certain disability benefits and components will be reduced. Potentially, this will lead to households having less income to repay debts and pay for essential cost of living items.
- 12.8 *Debt pandemic*

As we entered 2024 many families were feeling the effects of the cost of living crisis, rising inflation and higher interest rates. These pressures add to debt, further stretching household budgets, and many people are turning to credit to cover essential costs.

- 12.9 Unsecured debts like credit cards, personal loans, and buy now pay later schemes are becoming more common, and some households are falling into a cycle of high interest borrowing that only worsens their financial situation.
- 12.10 At the same time, a major issue is the £32 million in unclaimed benefits and support across North Norfolk that could help struggling families. Many people are unaware of the help available to them, and this gap in access to support remains a significant problem. This is detailed below.

£32,016,699 is unclaimed in North Norfolk		
21,350 people are not claiming support		
Benefit type	Amount	Claims
Total amount unclaimed in North Norfolk	£32,016,699	21,350
Universal Credit amount	£17,330,417	1,614
Pension Credit amount	£3,292,751	1,594
Carer's Allowance amount	£2,926,123	687
HB (pensioner) amount	£1,937,082	550
Child Benefit amount	£1,997,617	1,046
FSM amount	£1,408,760	Not available
Healthy Start amount	£267,444	184
Water social tariffs amount	£96,480	713
Broadband amount	£1,975,401	9,877
WHD amount	£594,348	3,962
Free TV Licences amount	£190,275	1,123

Source: Policy in Practice Missing Out Report 2024

13. Proposals and options

Improvements and recommendations for future overpayment recovery

- 13.1 In response to the risks forecast for the recovery of overpaid Housing Benefit, the following outlines forward looking options we are considering mitigating risk and enhancing recovery while ensuring a fair and supportive approach.
- 13.2 *Digital data driven recovery*
We are committed to improving the management and recovery of debts owed by residents while ensuring a compassionate and effective approach to those experiencing financial hardship. To achieve this, we will continue to utilise the Benefits and Council Tax data linked through the Low Income Family Tracker (LIFT) Dashboard.
- 13.3 The LIFT Dashboard will enable us to identify households with multiple debts owed to the Council, facilitating targeted interventions including income maximisation, attachment of benefits where appropriate, and consideration of debt write-offs to reduce overall indebtedness.
- 13.4 We seek to strengthen cross-departmental collaboration using the LIFT Dashboard to focus on households who are ~~able to pay~~ or have fallen into Council Tax arrears.

Recognising that arrears often arise from insufficient income to meet basic living costs; we will work to understand individual circumstances and ability to pay and proactively guide households towards appropriate support services. Early intervention and prompt reporting of changes in circumstances will be key to preventing the development and escalation of arrears.

13.5 Further, we seek to collaborate with our Registered Social Landlords to implement data sharing on tenants' rent arrears. This integration into the LIFT Dashboard will provide a comprehensive view of residents' debt profiles, supporting informed and consistent debt recovery decisions across services.

13.6 By making smarter use of integrated data, we aim to identify warning signs early and deliver timely support to residents before debts escalate. This approach will enable services to manage needs more effectively, reduce financial hardship, and promote sustainable repayment outcomes for the benefit of both residents and the Council.

13.7 *Maximising household incomes*

We will continue to use the LIFT dashboard to stabilise households' incomes by identifying and targeting households eligible for but missing out on Pension Credit, Universal Credit, Attendance Allowance, Severe Disability Premiums, Free School meals, Healthy Start, free childcare, and social tariffs for utilities. We will also use LIFT metrics to prioritise discretionary funds where households have cash shortfalls, are in poverty, in debt and have a threat of homelessness.

13.8 We will continue to build the Better Off platform using the LIFT dashboard and Better Off calculator and facilitate an Apply Once option to increase take up to missed income.

13.9 *Partnership working*

We seek to continue our partnership with Citizens Advice with a dedicated Debt Adviser support for residents facing financial difficulties. This collaboration aims to deliver practical, personalised assistance to households struggling with debt, helping them to achieve realistic and sustainable debt management outcomes. Through this partnership, we seek to enhance the support available to our community, reduce financial hardship, and improve overall debt recovery effectiveness.

13.10 *Extension to external recovery methods*

For debts where we have been unable to engage successfully with the customer, we will extend our recovery methods to include the use of Enforcement Agents under a formal Service Level Agreement. It is recognised that historically this method has had limited success, as Enforcement Agents are restricted to contacting customers by phone or letter when recovering Housing Benefit debts.

13.11 To strengthen our recovery capacity for larger debts, we intend to establish a contract for High Court Enforcement. This will provide enhanced powers and resources to recover outstanding Housing Benefit debt more effectively and efficiently.

14. Corporate Priorities

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

- 14.2 We will ensure the Council maintains a financially sound position, seeking to make best use of its staff resources, effective partnership working and maximising the opportunities of external funding and income.
- 14.3 We aim to provide effective and efficient delivery of the Benefits Service. Managing our finances to ensure best value for money, continuing a service improvement programme to ensure our services are delivered efficiently, providing services that are value for money and meet the needs of our residents, ensuring that strong governance is at the heart of all we do, creating a culture that empowers and fosters an ambitious, motivated workforce and exploring opportunities to work further with stakeholders and partner organisations.

15. Financial and Resource Implications

- 15.1 The information gained from this report will help improve monitoring and our ability to consider any risks in a more accurate way.
- 15.2 The Council could choose not to recover Housing Benefit overpayments, however in doing so, the Council would expose itself to reputational risk and scrutiny from the DWP and internal and external audit. It would also be unable to demonstrate that it is providing its residents and businesses with best value for money.
- 15.3 The importance of prompt collection is that debts become more difficult to collect as the debt ages and there is a much greater risk of not being able to collect older debts. The Council maintains a provision for bad debts from which the cost of uncollectable debts relating to 2024/25, and earlier years are charged.
- 15.4 A periodical review is required to ensure the adequacy of the Council's Bad Debt Provisions can be met from the Council's revenue budget, which may reduce the funds available for other Council expenditure.
- 15.5 The level of write offs for 2024/25 total £37,160. It is important that bad debts are written off promptly so that the Council can maintain the appropriate level of bad debt provision. The approved write offs can be met from the Council's current Bad Debt Provision.
- 15.6 With the ongoing managed migration of HB to UC, overpayments being recovered from ongoing HB will then be transferred to the Open Revenues Sundry Debtor system for recovery. As this will make it more difficult to recover the debt, this could increase the timeframe over which debts are collected, imposing a financial risk to Council finances around revenue and subsidy loss.
- 15.7 As a Council we need to ensure our approach to debt recovery ensures debts are recovered in a targeted and efficient way, taking a collaborative approach to debt recovery and financial inclusion.
- 15.8 The cost of the LIFT Dashboard in 2024 and for 2025 is budgeted for from DWP Burdens Income. Should the Council look to increase its resource in Debt Management, consideration would be needed around funding.

Comments from the S151 Officer:

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

Housing Benefit Overpayment Policy:

This policy supports the Council's statutory duty to recover Housing Benefit overpayments effectively, while recognising the need to balance financial control with support for vulnerable residents. It ensures a consistent approach aligned with national guidance, contributing to the Council's financial sustainability.

Housing Benefit Debt Management

The Council makes every effort to collect outstanding debts, and it is only after all avenues for recovery have been exhausted then a debt is considered for write off.

16. Legal Implications

- 16.1 The Council can collect monies owed under the following regulations which set out the definition of an overpayment and how it can be recovered:
- The Social Security Administration Act 1992; and
 - The Housing Benefit Regulations 2006.
- 16.2 Monies owed to the Council in the form of debts are a form of asset that is the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.
- 16.3 If requests for payment are not complied with then the Council can seek to recover money owed to it by way of court action through a County Court Judgement once all other options are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach should be taken with debts as on occasion, they are uneconomical to recover in terms of the cost of process and the means of the debtor to pay.
- 16.4 The best approach to resolve their predicament is to maintain a dialogue with those in debt to the Council, to offer early advice and help in making repayments if they need it.
- 16.5 Debt recovery will follow the Council's Debt Management Policy and Housing Benefit Overpayment policy of which a revised version has been presented with this report.
- 16.6 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

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

This report seeks to approve the annual report relating to Housing Benefit overpayment recovery and note performance. The information explains that it looks to maximise income for the Council whilst also supporting individuals in financial difficulty.

17. Risks

- 17.1 The Council is already required to make provision for bad and doubtful debts. The additional information gained from this report will help improve monitoring and our ability to consider the appropriateness of the provisions in a more accurate way, whilst protecting the subsidy claim.
- 17.2 Operational risks have been explained in section 12 of this report.

18. Net Zero Target

- 18.1 This report does not raise any issues relating to the net zero target. There is the potential to reduce issuing of recovery notices through better engagement and payment plans via online and Direct Debit channels.

19. Equality, Diversity, and inclusion

- 19.1 The Corporate Debt Recovery Policy and Housing Benefit Overpayment Policy takes account of the impact that getting into debt can have on people and their families. Whilst the Council encourages people to pay, it also aims to provide reasonable facilities and assistance for them to do so.
- 19.2 The Financial Inclusion Team, targeted work through the LIFT Dashboard, and partnership working with the Citizens Advice is providing a positive impact on those with protected characteristics and is supporting households on a case-by-case basis.
- 19.3 Before writing off debt, the Council will satisfy itself that all reasonable steps have been considered to collect it and that no further recovery action is possible or practicable. It will consider the age, size, and types of debt, together with any other factors that it feels are relevant to the individual case. All write-offs are dealt with in the same fair and consistent way in line with equality and diversity issues.

20. Community Safety issues

- 20.1 This report does not raise any issues relating to the community safety issues.

21. Conclusions and recommendations

21.1 This is an annual report detailing the Council's collection performance and debt management arrangements for 2024/25.

21.2 The report includes a:

- A summary of the work undertaken by the team.
- Housing Benefit Debt Recoveries performance.
- A summary of overpayment levels and recovery type.
- Known risks to performance.
- Proposals for future debt recovery.

21.3 This is a recommendation to Full Council to approve the annual report in relation to Housing Benefit Overpayment debt recovery, to approve the continued use of legislated recovery methods to ensure income maximisation for the Council, and to support the proposals for improvements and recommendations for future overpayment recovery.

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Homelessness & Rough Sleeper Review	
Executive Summary	This report provides an outline of progress with the homelessness review, which is a key stage in the development of the Council's Homelessness and Rough Sleeping Strategy; together with an update on actions in response to the recommendations made by the Homelessness Task and Finish group to Overview & Scrutiny to reduce the impact of homelessness.
Options considered	A range of options will be considered as part of the development of Homelessness and Rough Sleeping Strategy.
Consultation(s)	A range of stakeholders have been and will be consulted in development of the strategy including partner agencies, residents, parish and town councils, district councillors, staff.
Recommendations	That Overview & Scrutiny Committee note the report and provide feedback on the Homelessness & Rough Sleeper Review.
Reasons for recommendations	To provide an opportunity for Overview & Scrutiny Committee pre-scrutiny of the Homelessness Review, ahead of the development of the full strategy.
Background papers	Homelessness Task & Finish Group – report to Overview & Scrutiny Committee 20 th September 2024 Officer Update to the Homelessness Task and Finish Group Recommendations – 12 th February 2025.

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

Links to key documents:	
Corporate Plan:	Meeting our Housing Need.
Medium Term Financial Strategy (MTFS)	Effectively tackling homelessness should reduce the need for and therefore the cost of temporary accommodation for homeless households the Council has a duty to accommodate
Council Policies & Strategies	NNDC Housing Strategy 2021-2025 Homeless and Rough Sleeper Strategy 2019- 2024

Corporate Governance:

Is this a key decision	No
Has the public interest test been applied	NA
Details of any previous decision(s) on this matter	

1. Purpose of the report

This report provides an outline of progress with the Homelessness Review, which is a key stage in the development of the Council's Homelessness and Rough Sleeping Strategy; together with an update on actions in response to the recommendations made by the Homelessness Task and Finish group to Overview & Scrutiny to reduce the impact of homelessness.

A presentation on the review process and high-level findings is attached as Appendix A.

An update on the actions in response to the recommendations made by Overview & Scrutiny's Task & Finish group is attached as Appendix B.

2. Introduction & Background

- 2.1 There is a legal requirement for the Council to undertake a review of homelessness in the district and develop a strategy at least every 5 years. The approach to this is set out in the Homelessness Code of Guidance for local authorities. The Council's current Homelessness and Rough Sleeping Strategy covers the period 2019 to 2024, although we continue to deliver the actions in that strategy. The government is due to publish a National Homelessness Strategy (which is expected this summer) which we will need to consider in developing North Norfolk's strategy.
- 2.2 The presentation at Appendix A sets out the process to be followed in conducting the Homelessness Review and developing our strategy. We are currently in the review stage of the process – which includes assessing progress against the 2019 - 2024 strategy, data and evidence collection, and consultation with a wide range of stakeholders. The next stage will be to develop a draft strategy (which we envisage will take place August – September 2025) followed by further consultation ahead of adopting the strategy (which we aim to do by December 2025).
- 2.3 We have identified some initial high-level findings from the review work so far undertaken. These are set out in more detail in the attached presentation, and we seek the views of Overview and Scrutiny on these and the overall approach to development of the strategy.
- 2.4 Many of the recommendations made by Overview and Scrutiny's Homelessness Task and Finish Group can be brought into the review of homelessness and considered alongside other evidence and outcomes from consultation to help develop the draft strategy.

- 2.5 Where actions can be taken forward, ahead of the development of the Homeless Strategy or that are not a part of it we have sought to do this. The update on actions in response to the recommendations from the Task and Finish group is attached as Appendix B.

3. Corporate Priorities

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

4. Comments from the S151 Officer

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

5. Comments from the Monitoring Officer

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

6. Risks

The risks associated with not effectively tackling homelessness are significant – financial, reputational, legal. A risk assessment will be required for any significant actions arising from the Homelessness and Rough Sleeping Strategy.

7. Net Zero Target

No specific implications

8. Equality, Diversity & Inclusion

No specific implications

9. Community Safety issues

No specific implications

10. Conclusion and Recommendations

Recognition by all members of the importance of homelessness is welcomed by the Council and we are grateful for the work the Task & Finish Group has undertaken to identify ideas to help tackle this issue and the continued involvement of Overview and Scrutiny in development of the Council's Homelessness and Rough Sleeping Strategy

It is recommended that Overview & Scrutiny Committee note the report and provide feedback on the Homelessness Review.

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Key:

Action to be considered in Homelessness & Rough Sleeper Strategy
Action to be delivered separately
Complete / part of 'business as usual'
No further action

Recommendation	January Response / Comments	January Further Action / Timescales	July update
A. To prevent homelessness The council expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include:			
1. increasing the awareness and risk of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late	Officers agree with the importance of prevention allowing time to explore potential solutions rather than dealing with households in crisis when options are severely limited, and much of this work is already taking place. Investing in more upstream prevention and also focussing on repeat homelessness are approaches we are interested in. The review of the Homelessness and Rough Sleeper Strategy presents an opportunity to look at wider interventions and make homelessness prevention a more corporate issue, for example some resources in the Benefits Team have been used to build a Financial Inclusion and Debt Counselling offer but this needs to be more integrated in our homelessness prevention offer. There is concern at any costs associated with this given the financial position of the council.	People Services Review will redesign services with greater focus on homelessness prevention and Community Outreach from 1 April 2025. Further consider as part of review of Homelessness and Rough Sleeper Strategy to align with development of national Homelessness and Rough Sleeper strategy and spending review September 2025	Community Outreach Officers are providing additional support to those in temporary accommodation and those in the wider community to prevent homelessness/repeat homelessness. Targeted work is being undertaken to support at risk groups to prevent homelessness whilst supporting with general health and wellbeing.

2. increasing its communication work which should include Parish and Town Councils and should also provide support to Councillors to enable them to help signpost those people who need housing help	<p>The Council does much of this work already, but we agree it would be helpful to have a coordinated campaign. In addition to the work the Council's Enabling Officer does attending individual Town & Parish Council (T&PC) meetings, the Council now sends out information to each T&PC on housing need in their parish. This also contains links to further information on homelessness on the council's website and advice on signposting. Articles have been included in the Council's Outlook magazine on this issue and more are planned. We also plan to present to the Town & Parish Council Forum once this is running again.</p> <p>From 1 April 4 of the 6 Community Outreach Officers in People Services will deliver community-based homelessness prevention initiatives.</p>	<p>Housing Flyer sent to all Parish Councils</p> <p>November 2024</p> <p>Community Outreach Officers delivering community-based homelessness prevention</p> <p>From 1 April 2025</p>	<p>Further training session arranged for T&PCs</p> <p>1 July 2025</p> <p>Councillors briefing session on all aspects of housing arranged</p> <p>16 July 2025</p>
3. Increasing the range of interventions to help people especially on benefit support and with financial viability assessments	<p>The Financial Inclusion Team, Early Help and Prevention Team and Community Outreach Team will work in a more integrated way to support residents to maximise their income and reduce debt. They will work closely with the Housing Options Team to prioritise cases where there is a risk of homelessness.</p>	<p>People Services Review will redesign services with greater focus on homelessness prevention</p> <p>From 1 April 2025</p>	<p>The Financial Inclusion Team now comes under the umbrella of the Early Help and Prevention Team and sits alongside the Social Prescribing Team. Process mapping is being undertaken to redesign the service to avoid duplication and have a greater focus on homelessness prevention.</p>
(B) Managing homelessness			
Explores how it uses partner, charity, and voluntary organisations to create	<p>Officers broadly agree that partner organisations have a strong role to play and should have the information to help support and sign post households. This can be linked to the communications campaign recommendation above.</p>	<p>Community-based outreach service to be developed with partner agencies</p>	<p>The Community Hub now comes under the Health and Communities Team Leader sitting alongside</p>

a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)	We need to explore how we work with partners as part of the Homelessness & Rough Sleepers strategy review and look to see how we can invest in building a stronger community based network. We also need to move our services nearer to our more vulnerable customers and those with complex needs - physical hubs in local communities should be explored but virtual hubs might offer a staged approach. We should not focus on opportunities but base any service remodelling on a strategic plan. Hubs outside of Cromer are likely to be more of a priority as we have the Council Office as a local delivery point for Cromer.	From 1 April 2025	the Community Outreach Team. This will build on the strong community networks developed over the last 3 years. Meetings have taken place with a range of support providers (e.g. Solo Housing, Purfleet) and meeting arranged with Emmaus July 2025
(C) Housing allocation			
Considers the viability of a support match scheme to match younger residents who need accommodation into a home with an older resident(s) that needs assistance in a similar way to the scheme in Cornwall Supportmatch Homeshare - Cornwall Council	This was considered previously (we advertised for a post to set such a scheme up but had no applicants). This is a complicated and resource intensive and could not be delivered without a dedicated resource. The Benjamin Foundation was funded to deliver supported lodgings a number of years ago, a scheme which shares some objectives with the Home Share scheme, but this struggled to secure willing households to offer rooms in their homes to young people. This scheme was supported by Children's Services.	No further action – requires additional resources and is not a priority at this time	
(D) Increase housing supply			
1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes	See response to A (1) above Over the last 12 months the Council's Enabling Officer has visited 20 T&PCs. We currently have a very healthy pipeline for new affordable housing schemes: six sites / 144 homes being built, 15 sites /569 homes with or imminently to obtain Planning permission, a further c.400 homes on sites at earlier stages.	Ongoing	New affordable homes currently in development / recently completed at sites in: Hindringham, Warham, Salhouse, Swanton Novers, West Beckam, Bacton, Walcott.

<p>2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis</p>	<p>This option has been examined, most recently by EELGA as a way of providing more Council owned Temporary Accommodation. However, a partnership approach is unlikely to be effective in North Norfolk as the council has no land or capital to put into the partnership. However, the current housing strategy action plan includes an action to “Investigate innovative ideas to increase level of affordable housing (e.g. NNDC purchases / obtains option on land, NNDC achieves outline planning permission)”. We will continue to work towards this objective</p>	<p>Housing Strategy/Corporate Plan action</p> <p>June 2026</p>	<p>No further action on investment partnership – Local Government Reorganisation may mean access to existing company</p>
<p>3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required</p>	<p>The council has investigated the use of pod type accommodation for single homeless households. However, this was not pursued as the priority was felt to be securing long-term accommodation rather than more emergency accommodation (and the council already has 5 x units of accommodation for ex-Rough Sleepers). We are currently investigating a range of solutions for more TA, including single persons’ accommodation. We are also working with a housing association specialising in singles people’s accommodation to identify a site for them.</p>	<p>Proposals for expansion of Council’s TA</p> <p>April 2025</p>	<p>Funding secured for more council owned TA including 1-bed homes. Discussions ongoing with two housing association for provision of a range of 1-bed TA in North Norfolk. The Homelessness and Rough Sleeper Strategy needs to ensure that we regularly review our need for TA and then commission/decommission as appropriate</p>
<p>(E) Increase affordable house building/supply</p>			
<p>1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms</p>	<p>Conversion of spaces above retail premises has been considered previously. However, it is a challenging route to delivering more housing and requires owners to want to pursue this route and a willing developer. This is frequently not an economically viable solution, given the expenditure needed and the return from renting. Owners are often reluctant due to concerns re: security and access.</p>	<p>No further action – requires additional resources</p>	

	We have an empty homes revenue officer but they do not have the capacity to undertake this work.		
2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites	See response to A (1) above The Council's enabling officer who liaises with T&PCs on a very regular basis to make them aware of the need for affordable homes and opportunities to deliver these particularly through CLTs. Additionally the Council's Corporate Plan includes an action "Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities to adopt Neighbourhood Plans. However, we are happy to explore a conference with CPRE to bring these issues together. Currently adoption of a new Local Plan is the priority for Planning Policy so this could not be considered until this has been completed	Housing Strategy and Planning Policy to consider conference September 2025	See response to A2 A series of Planning seminars has been arranged with all Town & Parish Councils invited to attend. One of the sessions is specifically on developing Neighbourhood Plans. We are in decision with several parishes on NPs and the ability to include more affordable homes in their NP.
3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing	Negotiation of retention of 50% of the Second homes premium with the County Council are ongoing. The current Corporate plan includes an action "Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025."	Negotiate retention of 50% Second Homes Premium March 2025	Retention of Second Homes CT agreed. Additional investment of £1.3m into housing (TA and Enabling) in 2025/26 budget
4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability	The Council Planning policy in the current and emerging local plan clearly favours delivery of rented, rather than low cost homes ownership or intermediate types of affordable housing, requiring that 75% of homes should be rented. Additionally, the Council requires that any new Affordable Rent homes are capped at local Housing	Response completed	



	Allowance to ensure they are affordable. Where homes are delivered through grant, Homes England funding will govern tenure and rent levels. Whilst we agree homes should be genuinely affordable the implications of lower rent levels need to be understood and could mean affordable homes are less viable - and therefore less affordable homes are delivered		
5. Explores the potential to use Better Society Capital/National Homelessness Property fund 2 funding for 3-to-4-bedroom properties National Homelessness Property fund 2 Better Society Capital	<i>We are happy to explore this opportunity – either directly (to increase our portfolio of temporary accommodation) or with our partner Registered Providers</i>	<i>Consider as part of review of Homelessness and Rough Sleeper Strategy</i> <i>September 2025</i>	
(F) Increase/sustain Private rental tenancies			
1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use	<p>The Council is happy to investigate this option. Private sector leasing schemes have been investigated by the council previously and rejected due to the cost and challenge of attracting landlords who already have high demand for their homes. We would support a social lettings agency but it seems unlikely this could be delivered by a commercial agent. If we are looking to increase access generally to the private rented market then working with an existing agency might be appropriate but we need to have clarity on what we are trying to achieve considering our limited resource.</p> <p>Cabinet agreed (October 2022) that HPG could be used as small grants to bring empty homes back into use if they could be used for homeless households. No suitable cases have been identified.</p> <p>The Renters Reform Bill may result in landlords exiting the sector which might make a private sector leasing scheme</p>	Await further government proposals	<p>We have had a number of discussions with investor landlords and have linked them with support agencies and with an interested RP</p> <p>We would need to undertake a thorough piece of work to assess the opportunities offered by the PRS and undertake a business case to consider return on investment - this will be considered further as part of the Homelessness Review and Homelessness and Rough</p>

	more viable and we will keep a watching brief on the market.		Sleeper Strategy development
2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets	The government is looking again at the impact of short term lets on local housing supply and we have held informal discussions with colleagues at MHCLHG on a range of options. Licencing of short term holiday lets was one of the suggestions in recent government consultation on the impact of holiday and second homes. The Council responded to this consultation and supported this approach. This scheme would require a change in legislation.	Await further government proposals	
3. Continues to engage proactively with private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers, lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing	We agree retention and support of private rental accommodation is key to meeting housing need. The Council works with Eastern Landlords Association who provide support to private landlords. As part of the work of the Countywide Norfolk Homeless Solutions group an event was held to bring PRS landlords, LAs and other agencies together to develop ways of working with PRS. How we work with landlords will be reviewed as part of the review of the strategy – whether through a district landlords' forum or alternatives developed to ensure that the dialogue with landlords is positive and focused on sustaining tenancies and improving standards.	Consider as part of review of Homelessness and Rough Sleeper Strategy September 2025	See response to F1 Engagement with landlords ongoing
(G) Reducing Long Term Empty Homes			
1. Continues to have an Empty Homes Officer as a permanent role	Response – agreed, the post has been made permanent	No further action	
2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas	See response to A (1) above – empty homes data provided to T&PCs. Town & Parish Councils are generally very aware of long-term empty properties in their area and the empty homes officer liaises regularly with them.	Ongoing – no further specific action	

3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need	Previously there was Home England grant funding available to bring empty homes back into use but unfortunately this funding no longer exists. The empty homes officer discusses options to bring homes back into use but often an owner does not wish to do this	No further action – requires additional resources	
(H) Sustain social tenancies			
1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes	Flagship, our largest RP, are currently reviewing their stock of older persons housing. The council has contributed to this review, including providing data on housing need. We recognise the importance of good quality housing for older people, particularly as an option for those older tenants who are under-occupying family homes. However, we need to consider if the balance between general needs and older persons housing is correct.	Ongoing	Flagship's review on hold due to merger with Bromford Good older persons housing can encourage existing tenants to move. The new extra care housing in Stalham to be linked to pilot to free up under occupied family homes
2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years	Flagship is the only RP in the district who has a proactive disposal plan. Flagship's disposals strategy is under review and, in addition to regular meetings regarding future planned disposal, is due to be discussed at a strategic liaison meeting with Flagship	Ongoing – no further specific action	
3. Encourages registered providers to ensure sufficient target hardening is provided in Domestic Abuse cases	Response – RP landlords already do this	No further action	
(I) Prevention of/provision for victims of Domestic Abuse			
1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases	This is an area of work that is developing, the Council has recently attained DAHA accreditation, and we will review what more we can do in this area as part of our strategy	Ongoing	Consider further as part of the Homelessness Review and Homelessness and

that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors	review considering that domestic abuse is a significant reason for homelessness. The major Registered Providers across North Norfolk are also in the process of working towards DAHA accreditation, this will improve the support that victims of DA will receive.		Rough Sleeping Strategy development
2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid	This is something that needs to be considered on a case by case basis and cannot therefore form part of a pilot	No further action	

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Cabinet Work Programme – September to December 2025					
September 2025					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet Scrutiny	08 Sep 2025 17 Sep 2025	FLASH – Framework agreement	Cllr L Withington Steve Hems Director for Communities	Investing in local economies and infrastructure	 May contain exempt information
Cabinet Scrutiny	08 Sep 2025 17 Sep 2025	Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q1	Cllr T Adams Steve Blatch Chief Executive	A Strong, responsible and Accountable Council	
Cabinet	08 Sep 2025 17 Sep 2025	Budget Monitoring P4	Lucy Shires	A Strong, responsible and Accountable Council	
Cabinet	08 Sept 2025	Property Disposal Programme Including public convenience transfers (tbc)	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information
Cabinet	08 Sept 2025	Property Transactions	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	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
Cabinet	08 Sept 2025	Local Plan - approval	Cllr A Brown Iain Withington Acting Planning Policy Manager	Meeting Local Housing need	May slip to later cycle of meetings
Full Council	24 Sept 2025				
Cabinet	08 Sept 2025	Norfolk Strategic Planning Framework - endorsement	Cllr A Brown Iain Withington Acting Planning Policy Manager		
October 2025					
Cabinet	06 Oct 2025	Asset Management Plan	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	FC approval required – Policy Framework Could go to GRAC
Scrutiny	15 Oct 2025				
Council	19 Nov 2025				
Cabinet	06 Oct 2025	Property Transactions	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information
Cabinet	06 Oct 2025	Net Zero Strategy & Action Plan	Review of 2024/25 footprint report and draft replacement NZSAP	Our Greener Future	
Scrutiny	15 Oct 2025				
Council	19 Nov 2025				



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

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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
November 2025					
Cabinet	03 Nov 2025	Budget Monitoring P6	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	12 Nov 2025				
Cabinet	03 Nov 2025	Council Tax Discount Determinations 2026/2027	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Scrutiny	12 Nov 2025				
Council	19 Nov 2025				
Cabinet	03 Nov 2025	Non-Domestic Business rates Policy 2026/2027	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Council	19 Nov 2025				
Cabinet	03 Nov 2025	Homelessness Strategy	Cllr W Fredericks Karen Hill AD for People Services	Meeting Local Housing need	
Scrutiny	15 Oct 2025				
Council	19 Nov 2025				
December 2025					
Scrutiny	12 Nov 2025	Medium Term Financial Strategy 2026 onwards	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	Pre-Scrutiny
Cabinet	01 Dec 2025				
Council	17 Dec 2025				



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Scrutiny	12 Nov 2025	Fees & Charges 2026/2027	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Cabinet	01 Dec 2025				
Council	17 Dec 2025				
Cabinet	01 Dec 2025	Reporting progress implementing Corporate Plan 2023- 27 Action Plan– to end of Q2	Cllr T Adams Steve Blatch Chief Executive	A Strong, responsible and Accountable Council	
Scrutiny	10 Dec 2025				
Cabinet	01 Dec 2025	Treasury Management Strategy 2026/2027	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
GRAC	02 Dec 2025				
Council	17 Dec 2025				
January 2027					
Cabinet	19 Jan 2025	Capital Strategy 2026/2027	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	28 Jan 2025				
Council	18 Feb 2025				
Cabinet	19 Jan 2025	Prudential Indicators 2026/2027	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	28 Jan 2025				
Council	18 Feb 2025				



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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Future Items – Dates to be confirmed					
Cabinet		Former Shannoeks Hotel site, Sheringham	Cllr L Shires, A Brown <i>Russell Williams AD for Planning & Enforcement</i>	<i>A Strong, responsible and Accountable Council</i>	May contain exempt information
Cabinet		Property Transactions Marrams Bowls Club Donkey Shelter	Cllr Lucy Shires <i>Renata Garfoot Estates & Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 Reports regarding property transactions may contain exempt information
Cabinet		North Lodge Park, Cromer	Cllr L Shires <i>Renata Garfoot Estates & Asset Strategy 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 Recommendations Tracker

Ref	Scrutiny Recommendation (Cabinet member / Lead officer)	Decision Maker	Decision	Status	Update / Outcomes Achieved
17/07/24 North Walsham High Street Heritage Action Zone initiative	To update the Overview & Scrutiny Committee in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk. (Cllr J Toye / Economic Growth Manager)	Cabinet 9 Sep	Agreed	In progress	Update to October meeting - work is contingent on pulling together datasets (some of which have just become available – specifically new insights through the ActiveXchange footfall reporting) which requires support from the Data Analyst.
20/09/2024 Homelessness Task and Finish Group	See Appendix A for full list (Cllr W Fredericks/ Housing Strategy & Delivery Manager)	Cabinet	Agreed	Complete – update July 2025	An update on progress with the recommendations will be provided to the Committee at the meeting on 16 th July. Pre-Scrutiny of the Homelessness Strategy will also take place in July.
20/09/2024 Corporate Plan Reporting	More detailed information be provided within the action plan that would include delivery dates where possible and success criteria to give a greater understanding of the progress being made against each of the RAG targets. (Cllr T Adams / Corporate Director for Communities)	Cabinet	Agreed	Ongoing	Corporate Plan Annual Action Plan
12/03/2025 NZSAP	NNDC Net Zero Strategy and Climate Action Plan (NZSAP), which details how NNDC will meet the Net Zero target by 2030. This requires routine measuring of our carbon emissions and the reporting of the progress we have made. (Cllr A Varley / Climate & Environmental Policy Manager)	Cabinet	Agreed	Brought forward 6 month update requested	Email sent to Climate & Environmental Policy Manager on 17/06/25

Ref / Date	Scrutiny Recommendation (Cabinet member / lead officer)	Decision Maker	Decision	Update on progress	Outcomes Achieved Date of completion
14/05/25 Corporate Plan – AP reporting Q4 Page 150	<u>Actions:</u> Further information regarding ongoing work (in addition to lobbying) for Fakenham banking Hub (CDfC) Update report on mobile connectivity once data been collated (Cllr Toye) Update on future PPBH Working Party meetings – suggested that future meeting should include summary of neighbourhood plans completed and in progress, with particular focus on small growth villages (Cllr Brown / Planning Policy Team Leader)	Cabinet	N/A	Awaiting response In progress	Report to be shared with members, telecoms companies to be invited to attend in Autumn Discussions with Planning Policy Team leader ongoing,.
17/06/25	<u>Anglian Water Briefing –</u> <ul style="list-style-type: none"> - Letter to Government & Local MPs with agreed recs - Written responses to questions from AW by 30 June - Update briefing in 6 months (Democratic Services Manager)	O&S	N/A	In progress	Letters sent by email on 17/06/25 Email to AW on 12 th June, response received 30 th June and circulated. Added to work programme
11/06/25	To explore options for a review of substance abuse support services in the District and prepare a scoping report for members to consider and feed into. (Democratic Services Manager)	O&S		In progress	ED to contact NCC about service provision and add item to work programme
11/06/2025	To contact British Telecom (BT) and request that they provide a presentation to all members on their digital switchover programme. (Democratic Services Manager)	O&S		In progress	ED to email BT and explore options for sharing information

Appendix A – Homeless Task & Finish Group Recommendations

<p>(A) To prevent homelessness, NNDC expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include:</p> <p>1. Increasing the awareness and risks of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late.</p> <p>2. Increasing its communication work which should include Parish and Town Councils and should also provide support to Councillors to enable them to help signpost those people who need housing help.</p> <p>3. Increasing the range of interventions to help people especially on benefit support and with financial viability assessments.</p>	Cabinet	Agreed		<p>People Services Review will redesign services with greater focus on homelessness prevention and Community Outreach from 1 April 25.</p> <p>Further consider as part of review of Homelessness and Rough Sleeper Strategy to align with development of national Homelessness and Rough Sleeper strategy and spending review Sep 25. Housing Flyer sent to all Parish Councils Nov 24. Community Outreach Officers delivering community-based homelessness prevention from 1 Apr 25.</p> <p>People Services Review will redesign services with greater focus on homelessness prevention from 1 Apr 25.</p>
<p>(B) Managing homelessness Explores how it uses partner, charity, and voluntary organisations to create a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)</p>	Cabinet	Agreed		<p>Community-based outreach service to be developed with partner agencies from 1 Apr 25.</p>
<p>(C) Housing allocation Considers the viability of a support match scheme to match younger residents who need accommodation into a home with</p>	Cabinet	Agreed		<p>No further action – requires additional resources and is not a priority at this time.</p>

Appendix A – Homeless Task & Finish Group Recommendations

an older resident(s) that needs assistance in a similar way to the scheme in Cornwall Supportmatch Homeshare - Cornwall Council.				
<p>(D) Increase housing supply</p> <p>1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes.</p> <p>2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis.</p> <p>3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required.</p>	Cabinet	Agreed		<p>Ongoing.</p> <p>Housing Strategy/Corporate Plan action Jun 26.</p> <p>Proposals for expansion of Council's TA Apr 25.</p>
<p>(E) Increase affordable house building/supply</p> <p>1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms.</p> <p>2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites.</p>	Cabinet	Agreed		<p>No further action – requires additional resources.</p> <p>Housing Strategy and Planning Policy to consider conference Sep 25.</p>

Appendix A – Homeless Task & Finish Group Recommendations

<p>3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing.</p> <p>4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability.</p> <p>5. Explores the potential to use Better Society Capital/National Homelessness Property fund 2 funding for 3-to-4-bedroom properties National Homelessness Property fund 2 Better Society Capital.</p>				<p>Negotiate retention of 50% Second Homes Premium Mar 25.</p> <p>Response completed.</p> <p>Consider as part of review of Homelessness and Rough Sleeper Strategy Sep 25.</p>
<p>(F) Increase/sustain Private rental tenancies</p> <p>1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use.</p> <p>2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets.</p> <p>3. Continues to engage proactively with private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers,</p>	Cabinet	Agreed		<p>Await further government proposals</p> <p>Await further government proposals</p> <p>Consider as part of review of Homelessness and Rough Sleeper Strategy Sep 25.</p>

Appendix A – Homeless Task & Finish Group Recommendations

lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing.				
<p>(G) Reducing Long Term Empty Homes.</p> <p>1. Continues to have an Empty Homes Officer as a permanent role.</p> <p>2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas.</p> <p>3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need.</p>	Cabinet	Agreed		Ongoing.
<p>(H) Sustain social tenancies.</p> <p>1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes.</p> <p>2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years.</p> <p>3. Encourages registered providers to ensure sufficient target hardening is provided in Domestic Abuse cases.</p>	Cabinet	Agreed		Ongoing.
<p>(I) Prevention of/provision for victims of Domestic Abuse.</p> <p>1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases</p>	Cabinet	Agreed		Requires update.

Appendix A – Homeless Task & Finish Group Recommendations

<p>that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors.</p> <p>2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid.</p>				
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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

July 2025				
Topic	Purpose	Type/ function	Cabinet Member	Decision Maker
<u>Homelessness:</u> Homelessness Task and Finish Group (update on recs to Cabinet) North Norfolk Homelessness Review 2025	These two items are combined into one for this meeting.	TFG Pre-scrutiny	Cllr W Fredericks	Scrutiny
Outturn Report 2024/2025	To review the Outturn report and make any recommendations to Full Council	overview	Cllr L Shires	FC
Debt Management Annual Report 2024/2025	To review the Debt Management Annual report and make any recommendations to Full Council	overview	Cllr L Shires	FC
Housing Benefit Debt Recovery 2024/2025	To review the report and make any recommendations to Full Council	overview		FC
September 2025				
Police & Crime Commissioner – Review of Police and Crime Plan	The PCC to attend the Committee to provide an overview of the Police & Crime Plan and respond to questions	Annual Update overview	N/A	Scrutiny
FLASH (may slip – tbc)	To assess the framework agreement for the Fakenham Leisure and Sports Hub and receive an update on the project	scrutiny	Cllr L Withington	Cabinet
Budget Monitoring P4	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q1	To review the Council's performance and make any recommendations to Cabinet <i>It may be worth considering this in conjunction with the BM report as they both focus on monitoring performance.</i>	Quarterly overview	Cllr T Adams	

Overview – a broader, review-based approach to a topic, particularly where it impacts on the district and its residents as a whole.

Scrutiny - a more in-depth approach, 'drilling down' into key areas of concern, evaluating proposals and making recommendations to Cabinet/Council

Pre-scrutiny – the committee considers items in the early stages of development/drafting and makes recommendations to Cabinet, ahead of implementation.

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Topic	Purpose	Type/ function	Cabinet Member	Decision Maker
O&S Annual Report 2023-2025	To recommend to Full Council the Committee's Annual report summarising its key achievements and highlighting any issues over the previous two years	Annual overview	N/A	O&S Full Council
Budget Setting 2026/2027	To consider how the Committee wants to feed into the Budget setting process for 2026/2027 – including pre-scrutiny of key reports such as the MTFS <i>Agree date for Budget setting workshop/discussion – possibly with Cabinet?</i>	Annual Pre-scrutiny/ scoping	Cllr L Shires	Full Council
October 2025				
W HAZ Update	To update the Overview & Scrutiny Committee in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk. <i>(delayed from July as work is contingent on pulling together datasets specifically new insights through the ActiveXchange footfall reporting) which requires support from the Data Analyst)</i>	Annual review overview <i>slipped</i>	Cllr J Toye	O&S
Mobile Phone Connectivity	Data collated from survey on mobile phone coverage across Norfolk	At request of O&S scrutiny	Cllr J Toye	O&S
Homelessness Strategy	Pre-scrutiny of the Homelessness Strategy	Pre-scrutiny	Cllr W Fredericks	Scrutiny Cabinet FC
Net Zero Strategy & Action Plan	Review of 2024/25 footprint report and draft replacement NZSAP prior to approval by full council.	Pre-scrutiny	Cllr A Varley	Scrutiny Cabinet FC

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Asset Management Plan	To make recommendations to Full Council <i>Slipped to Autumn – needs to be updated to include changes needed to reflect impact of LGR and Audit recs.</i>	Review of AMP scrutiny	Cllr Shires	Full Council
November 2025 Finance / Budget pre-scrutiny				
Council Tax Discount Determinations 2026/2027	To make recs to Full Council <i>(the committee may want to discuss whether they wish to consider this report)</i>	Annual overview	Cllr L Shires	O&S Full Council
Budget Savings	To consider savings proposals for 2026/27 and make any recs to Cabinet ahead of the Budget setting process	Annual Pre-scrutiny	Cllr L Shires	Cabinet
Budget Monitoring P6	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet
Medium Term Financial Strategy 2026 onwards	Pre-scrutiny of the MTFS – making recs to Cabinet	Annual Pre-scrutiny	Cllr L Shires	Full Council
Prudential Indicators 2026/2027	To review the PI's and make recs to Full Council	Annual scrutiny	Cllr L Shires	Full Council
Fees & Charges 2026/2027	To review the Fees & Charges and make recs to Full Council	Annual scrutiny	Cllr L Shires	Full Council
December 2025				
Budget Proposals	To consider the Budget proposals for the 2026/ 2027 Budget	Pre-scrutiny	Cllr L Shires	Cabinet Council
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q2	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny		Cabinet

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

	Future Items			
Topic	Purpose	When	Cabinet Member	Decision Maker
Mobile connectivity / Digitalisation - transition from landlines	<ul style="list-style-type: none"> - Review of mobile connectivity data collated by NNDC - Consider inviting Telecoms providers to attend a meeting to respond to questions. 	Jan / Feb overview	Cllr J Toyne	O&S
Car Park Income	Report to Committee following agreement on its content– to ensure committee can add value and are satisfied with the presentation of data.	Autumn 2025 scrutiny	Cllr L Shires	Recs to Cabinet
Local Government Reorganisation	To feed into the LGR process at key stages, making any recs to Full Council – this will be added to the programme on a rolling basis – as and when required.	Autumn 2025 onwards overview	Cllr T Adams	Full Council
<p>160</p> <ul style="list-style-type: none"> - Council's Workforce Development / People Strategy - Overview of NNDC Workforce <p><i>Schedule for Autumn to avoid overload of agenda – possibly alongside financial reports</i></p>	<p>A new strategy aimed at setting out and shaping the visual leadership, management, behaviours of employees and members and the culture of the organisation</p> <p><i>Members may want to consider whether O&S can add value to this item</i></p> <p>Through a Financial and Transformational 'lens'</p> <p><i>Impact of LGR, transformation to Unitary – impact on service delivery and morale</i></p> <p><i>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.</i></p>	(scrutiny)	Cllr T Adams	<p>Scrutiny Full Council</p> <p><i>Items may be taken separately</i></p>

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