

Cabinet



Please contact: Democratic Services

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

Please Direct Dial on: 01263 516010

Friday, 24 January 2025

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 3 February 2025 at 10.00 am.**

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

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

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

Emma Denny
Democratic Services Manager

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

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



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

Chief Executive: Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

Due to the January Cabinet meeting taking place on a later date than originally scheduled, the minutes of the 20th January will go to the Cabinet meeting on 3rd March for approval.

3. 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

4. DECLARATIONS OF INTEREST

1 - 6

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

5. PUBLIC QUESTIONS AND STATEMENTS

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

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee for consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules.

Please note that the meeting of Overview & Scrutiny Committee took place immediately prior to the Cabinet agenda being issued. The Chairman of the Overview & Scrutiny Committee will advise Cabinet of any recommendations at the meeting.

8. DELEGATED DECISIONS - DECEMBER 2024 TO FEBRUARY 2025

7 - 12

Executive Summary	This report details the decisions taken under delegated powers from December 2024 to February 2025.
Options considered	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
Consultation(s)	Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.

Recommendations	To receive and note the report and the register of decisions taken under delegated powers.
Reasons for recommendations	The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2 details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate) Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions.
Background papers	Signed delegated decision forms.

Wards affected	All
Cabinet member(s)	Leader, Cllr T Adams
Contact Officer	Emma Denny, Democratic Services Manager emma.denny@north-norfolk.gov.uk

Links to key documents:

9. **REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023 - 2027, ACTION PLAN 2024 - 2025 TO END OF QUARTER 3 - 31ST DECEMBER 2024** 13 - 26

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

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Performance and Productivity Oversight Board

	Email:- steve.hems@north-norfolk.gov.uk
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10. **MEDIUM TERM FINANCIAL STRATEGY 2025 - 2026** 27 - 56

To recommend that Full Council approves the Medium Term Financial Strategy 2025 - 2026

11. **TREASURY MANAGEMENT STRATEGY REPORT 2025/26** 57 - 102

Executive Summary	This report sets out the Council's Treasury Management Strategy for the year 2025/26. It sets out details of the Council's Treasury Management activities and presents a strategy for the prudent investment of the Council's resources. It also sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives.
Options considered	No other options considered. It is a requirement that the Treasury Management Strategy report must be approved by full Council each year in advance of the new financial year to ensure the Council is compliant with the CIPFA Treasury Management, CIPFA Prudential Codes and guidance issued by the Ministry of Housing, Communities & Local Government (MHCLG).
Consultation(s)	Portfolio Holde Section 151 Officer This report has been prepared with the assistance of Link Treasury Services, the Council's Treasury Management advisors.
Recommendations	To recommend to Full Council that the Treasury Management Strategy 2025/26 is approved.
Reasons for recommendations	Approval by Full Council demonstrates compliance with the Prudential Codes to ensure. <ul style="list-style-type: none"> • A flexible investment strategy enabling the Council to respond to changing market conditions. • Ensure compliance with CIPFA and MHCLG guidance. • Confirming capital resources available for delivery of the Council's capital programme. <p>It is a requirement that any proposed changes to the prudential indicators are approved by Full Council.</p>
Background papers	The Council's Treasury Management Strategy 2024/25. CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition). CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).

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Wards affected	All
Cabinet member(s)	Cllr. Lucy Shires
Contact Officer	James Moore

12. CAPITAL STRATEGY 2025 - 2026

103 - 112

Capital Strategy 2025-26	
Executive Summary	This report covers the financial year 2025-26, detailing the deployment of resources against the overall aims and objectives of the framework for the capital strategy.
Options considered	This report considers options in line with the Local Government Finance Codes.
Consultation(s)	Section 106
Recommendations	To recommend the capital strategy for 2025/26 is as follows:
Reasons for recommendations	The Council has demonstrated a strategic approach to its capital programme.
Background papers	CIPFA Practice Note on Services: CIPFA Practice Note on Local Authorities

Wards affected	All
Cabinet member(s)	Cllr. Lucy Shires
Contact Officer	Daniel King Assistant Director Finance & Assets Daniel.king@north-norfolk.gov.uk

13. COUNCIL TAX DISCOUNTS & PREMIUMS DETERMINATION 2025-26

113 - 136

Executive Summary	This report sets out the proposed level of council tax discounts which shall apply to classes of dwelling for the financial year 2025-26.
Options considered.	The recommendations take advantage of the options from the reforms included in the Local Government Finance Act 2012 as amended to encourage bringing homes back into use and generate council tax income.
Consultation(s)	The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to

	<p>to classes of property. The Council must approve its determinations for each forthcoming financial year. The calculation of the tax base for 2025/26 will be made on the assumption that the determinations recommended below will apply.</p> <p>In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.</p>
<p>Recommendations</p>	<p>Recommend to Full Council that under Section 11A of the Local Government Finance Act 1992 and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers that:</p> <ol style="list-style-type: none"> 1) The discounts for the year 2025-26 and beyond are set at the levels indicated in the table at paragraph 3.1. 2) To continue to award a local discount of 100% in 2025-26 for eligible cases of hardship under Section 13A of the Local Government Finance Act 1992 (as amended). See the associated policy in Appendix B. 3) That an exception to the empty property charges may continue to be made by the Revenues Manager in the circumstances laid out in section 4.2 of this report. 4) The long-term empty-property premiums for the year 2025-26 (subject to the empty premium exceptions shown in Appendix C) are set at the levels indicated in the table at paragraph 4.2 5) To continue to award a local discount of 100% in 2025-26 for eligible cases of care leavers under Section 13A of the Local Government Finance Act 1992 (as amended). 6) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 2.1 of this report. 7) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount. 8) A new second homes premium of 100% as detailed in paragraph 4.3 (subject to the second home premium exceptions shown in Appendix C) is applied from 1 April 2025.
<p>Reasons for recommendations</p>	<p>To set appropriate council tax discounts and premiums which will apply in 2025-26 and to raise council tax revenue.</p>

Background papers	Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount and have premiums in relation to certain types of properties.
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Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Sean Knight Revenues Manger Sean.Knight@north-norfolk.gov.uk

14. **2025/2026 BUDGET - SAVINGS FROM PUBLIC TOILETS BUDGET** 137 - 148

Executive Summary	<p>This report provides an update to the report considered by Cabinet at its meeting of 9th September 2024 proposing savings from the public toilet budget.</p> <p>The provision of public toilets is a discretionary service and in light of the worsening financial position of the Council in preparing the 2025/26 budget the ongoing costs of providing these facilities has been reviewed and proposals developed for the Council to close or transfer some facilities to other providers where levels of use are low and/or the Council has no other assets such as car parks which generate income which can support provision of these facilities.</p>
Options considered	<p>The 9th September 2024 report proposed the closure or transfer to other providers of six public toilets provided by the Council and the seasonal (winter) closure of other facilities.</p> <p>Subsequently, attention was focussed on the savings which could be realised from the facilities proposed for closure or transfer.</p>
Consultation(s)	<p>For those facilities proposed for closure or transfer, conversations have been had with key stakeholders (parish councils and local businesses and community organisations) in outlining the Council's position and exploring possible arrangements by which the facilities might be retained through transfer to a third party, sponsorship or alternative financing arrangements.</p>
Recommendations	<p>Cabinet is asked to:-</p> <ol style="list-style-type: none"> 1) to confirm its support for discussions being progressed with local businesses at Potter Heigham with the objective of securing sponsorship to meet the costs of retaining the Potter Heigham public toilets;

	<p>2) to agree that proposals and a business case be prepared for a new public toilet facility to be developed on, or adjoining, the District Council's public car park and principal bus stop at the western end of the High Street in Stalham with a report being presented to Cabinet on such a proposal in the future. In the meantime, the existing toilets will be retained for a minimum of twelve months.</p> <p>3) to agree that the public toilets in Walsingham be retained at least until March 2026 with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term.</p> <p>4) to retain the West Runton public toilets at least for this summer (through until the end of September 2025) with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term.</p> <p>5) to confirm its support for the position adopted in removing the leased unit at Beach Lane, Weybourne realising a financial saving of approximately £26,000 per annum and retaining the eco-loo at this location and monitoring its use / mis-use and to advise that we will continue to work with Weybourne Parish Council to establish if a more sustainable location can be found for the provision of a public toilet in the village.</p>
Reasons for recommendations	To deliver savings from the public toilet budget as part of preparing the 2025/26 budget and help reduce the deficits shown in the Medium-Term Financial Strategy given contract, wage and energy inflation, significant increases in the Temporary Accommodation and homelessness support and no increase in the District Council's spending power.
Background papers	Cabinet report of 9 th September 2024 2025/2026 Budget papers Medium-Term Financial Strategy

Wards affected	Beeston Regis and The Runtons Coastal Hickling Stalham Walsingham
Cabinet member(s)	Cllr T Adams, Leader of the Council Cllr L Shires, Cabinet portfolio holder for F Assets
Contact Officer	Steve Blatch, Chief Executive, steve.blatch@north-norfolk.gov.uk

Executive Summary	This report presents the latest iteration of the budget for 2025/26. It is intended to present the position as we currently know it and it will need to be updated as more information becomes available e.g. the impact of the final Local Government Finance Settlement for 2025/26.
Options considered.	No other options have been considered as it is a legal requirement to calculate “the expenditure which the authority estimates it will incur in the forthcoming year in performing its functions” and then subtract “the sums which it estimates will be payable for the year into its general fund”. This is required to set a balanced budget before 11 March 2025.
Consultation(s)	The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 22 January 2025. It will be able to make recommendations that Cabinet will be able to consider at its meeting on 3 February 2025. Budget consultation is taking place on the Council’s website currently for anyone to share their views. Consultation with Business Rates payers is also being undertaken. The results of both these consultations will be included in the report being presented to Full Council on 19 February 2025.
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet consider the list of proposed savings and agree on which ones should be taken so that a balanced budget can be recommended to full Council. 2. That an alternative option for balancing the budget should be agreed to replace savings not taken if there are any. 3. That Cabinet agree that any additional funding announced as part of the final Local Government Settlement announcement be transferred to reserves. 4. That Cabinet decide which proposed new capital bids should be recommended to full Council for inclusion in the Capital Programme.
Reasons for recommendations	To enable the Council to set a balanced budget.
Background papers	2024/25 Budget report presented to full Council on 21 February 2024.

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Director of Resources and s151 Officer tina.stankley@north-norfolk.gov.uk

Executive Summary	<p>The UK Government announced the UK Share Fund (UKSPF) funding allocations to local a December 2024 for a 'transition' year of anticipated new models of funding from transition funding follows the preceding 2022 programme which has been successfully delivered (~£1.2 million) and the Rural England Prosperity (REPF) capital grant programme (~£1.4 million).</p> <p>NNDC will receive a total allocation for the next year (2025-26) of £405,095, composed of : revenue and £74,793 of capital funding. All are will receive an allocation from the Fund via a fund rather than a competitive bidding process.</p> <p>There are three UKSPF investment priorities: (and Place; Supporting Local Business; and People</p> <p>The one-year allocation of UKSPF funding will support businesses and communities in North address identified local challenges. This will through the development of business and support schemes and will seek to complement business and community support.</p>
Options considered	<p>NNDC is the nominated lead authority for the development funding and, as such, is obliged to develop vehicles to disseminate this funding accordingly is within the Council's gift to determine the precise how this is committed to achieve local objectives local needs.</p>
Consultation(s)	<p>An internal review of the current three-year programme has taken place to gauge success impact and realign existing projects (if appropriate new guidance and significantly reduced budget workstreams mapped against the new Government and limited timeframe available. New projects support the Government missions, fit within the interventions and align with the NNDC Corporate been considered in this process. A Local Partnership was established as a means of consulting on and REPF programme and to support the implementation the original UKSPF Investment Plan. It will be convened the transitional year and will meet to consider the for 2025-26.</p>
Recommendations	<p>Recommendations</p> <ol style="list-style-type: none"> 1. To confirm Cabinet's support for the approach UKSPF programme (transitional year) outlined in this report 2. To delegate to the Assistant Director for Growth, in consultation with the Portfolio Sustainable Growth, the detailed delivery projects to be delivered within the overall headings and the commissioning of specific

	and the procurement and/or appointment of any project delivery partners or contractors, as appropriate.
Reasons for recommendations	This recommendation is being made in order to deliver the UKSPF transition programme within the one-year timescale
Background papers	UKSPF Technical Note: UK Shared Prosperity Fund 2025-26: Technical note - GOV.UK (www.gov.uk) UKSPF Prospectus: UK Shared Prosperity Fund: prospectus - GOV.UK (www.gov.uk)

Wards affected	All North Norfolk wards
Cabinet member(s)	Councillor John Toye, Portfolio Holder Sustainable
Contact Officer	Jenni Jordan, Economic Programmes and Fundin jenni.jordan@north-norfolk.gov.uk Stuart Quick, Economic Growth Manager stuart.quick@north-norfolk.gov.uk

17. NON-DOMESTIC (BUSINESS) RATES POLICY 2025-26

207 - 232

Executive Summary	The Non-Domestic (Business) Rates Policy 2025-26 has been revised to reflect the changes to schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.
Options considered.	The policy is discretionary, so members can decide not to agree to the recommendations.
Consultation(s)	The Government expects local authorities to use their discretionary relief powers to grant these reliefs. The Retail Hospitality and Leisure Relief, Supporting Small Business Relief, Hardship Relief, Film Studios and Flood Relief. All of these (except the Hardship Policy) will be compensated in full for our loss of rates income. This compensation will be paid by section 31 grant and calculated based on the returns that the council makes under the rates retention scheme. The Council's Discretionary Rate Relief Policy has been revised to reflect these changes.
Recommendations	1. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A. 2. It is agreed by Full Council that the Revenues Manager continues to has delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as

	<p>indicated in Appendix C.</p> <p>3. It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.</p>
Reasons for recommendations	The new policy will enable the Retail Hospitality and Leisure Relief, Supporting Small Business Relief, Hardship Relief, Film Studios and Flood Relief to be awarded discretionary reliefs.
Background papers	<p>1. In the Budget on 30 October 2024 the Chancellor announced the Government would introduce Film Studios and extend the award of Retail, Hospitality and Leisure Relief but that it will reduce the relief from 75% to 40% for properties up to a cash limit of £110,000 per business for the 2025/26 financial year.</p> <p>2. In the Budget on 17 November 2022 the Chancellor announced a new Supporting Small Business (SSB) Relief scheme which will cap bill increases at £600 per year for any businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief.</p> <p>3. Under section 49 of the Local Government Act 1988 businesses can apply for Hardship Relief. This scheme has now been incorporated within this rate relief policy. The cost of this scheme is funded in accordance with the Non-Domestic Rates financial retention rules.</p> <p>4. Under the government's flood recovery framework, businesses can apply for Flood Relief. This scheme has now been incorporated within this rate relief policy. Businesses can receive a minimum of 3 months rate relief. The cost of this scheme is fully funded by government.</p>

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

18. PROHIBITION OF INCONSIDERATE AND INAPPROPRIATE VEHICLE USE RELATED TO ANTISOCIAL BEHAVIOUR. 233 - 266

Executive Summary	The Council in conjunction with our partners are proposing to introduce four new public space protection orders (PSPOs) within the North Norfolk District to prohibit inconsiderate and inappropriate vehicle use related to antisocial behaviour. This is part of a wider control strategy involving the Norfolk Constabulary and local authority partners to curb this style of behaviour.
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	<p>It is widely known that the ASB issues specified above are a cross-boundary issue and in some circumstances with perpetrators travelling extensive distances to attend meeting events. With other authorities establishing control measures, perpetrators are prepared to travel to avoid restrictions and frequently target those areas that have no controls.</p> <p>The purpose of these PSPOs will be to support the Constabulary and establish a consistent approach with our partners and reduce the likelihood of this form of ASB occurring in our district.</p> <p>These orders when approved will be in force for a period of 3 years, after which time the Council will be required to review and approve once more.</p> <p>The Council launched a 6-week consultation that concluded on the 11th of December 2024 to determine the views of residents and interested parties. During the consultation 7 responses were received from the public and all were unanimous in their support.</p>
Options considered	<p>Essentially there are two options:</p> <ul style="list-style-type: none"> • Endorse the proposals and bring NNDC in line with neighbouring local authority partners and Norfolk Constabulary. Create a PSPO in each of the named locations. • Turn down the proposal and do not endorse the proposals.
Consultation(s)	<p>The Council launched a 6-week consultation that concluded on the 11th of December 2024 to determine the views of residents and interested parties. During the consultation 7 responses were received from the public and all were unanimous in their support.</p>
Recommendations	<p>It is the officer's recommendation that the proposals are accepted in full.</p>
Reasons for recommendations	<ul style="list-style-type: none"> • Fulfil the council's contribution to Operation Octane (refer to appendix 2) and support the Norfolk Constabulary initiative. • Support our local authority partners and maintain consistency regarding enforcement. • Provide additional enforcement powers to NNDC regarding this type of ASB.

Background papers	Please refer to the operation octane briefing statement for members (appendix 2) and the PSPO order (appendix 1)
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Wards affected	Cromer Town Suffield Park Stalham North Walsham West North Walsham East North Walsham Market Cross Lancaster North Lancaster South
Cabinet member(s)	Cllr Ringer
Contact Officer	James Ashby or Emily Capps (after 29 th of Jan 20

19.

FUTURE OF CAR PARK MANAGEMENT AND ENFORCEMENT

267 - 276

Executive Summary	This report presents the findings of a review of the car park enforcement service. It has been carried out as the Service Level Agreement (SLA) with the Borough Council of Kings Lynn and West Norfolk (BCKLWN) has been in place since 2011. The current SLA has been renewed the maximum number of times allowed per the SLA and cannot be extended again after 31 March 2025. Therefore the Council needs to decide how it wants to provide this service after 1 April 2025.
Options considered.	The options considered were <ol style="list-style-type: none"> 1. to update and renew the SLA, 2. to bring the whole service back in-house or 3. to bring the enforcement back in-house but leave the processing of Penalty Charge Notices (PCNs) with BCKLWN. <p>No other options have been considered.</p>
Consultation(s)	The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 12 February 2025.
Recommendations	<ol style="list-style-type: none"> 5. That Cabinet agree to sign an updated SLA with BCKLWN for the full car park enforcement arrangement to include the patrolling of enforcement officers, cash collection and banking of cash and processing of PCNs. 6. That the signing of the SLA be delegated to the Director of Resources.
Reasons for recommendations	To allow the Council to continue to deliver a car park enforcement service throughout the district that provides value for money for the council and council taxpayers.
Background papers	

Wards affected	All
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Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Director of Resources and s151 Officer tina.stankley@north-norfolk.gov.uk

20. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A (as amended) to the Act.”

Information in this appendix involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.

This paragraph relates to:

Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

The information is commercially sensitive, relating to commercial options being considered by the authority. Releasing this information would be likely to have a prejudicial impact upon third parties as well as the Council in obtaining best value.

21. PRIVATE BUSINESS

22. EXEMPT APPENDIX - CAR PARK MANAGEMENT AND ENFORCEMENT 277 - 278

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

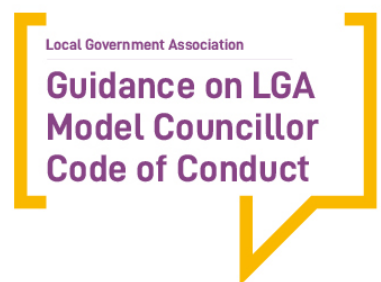
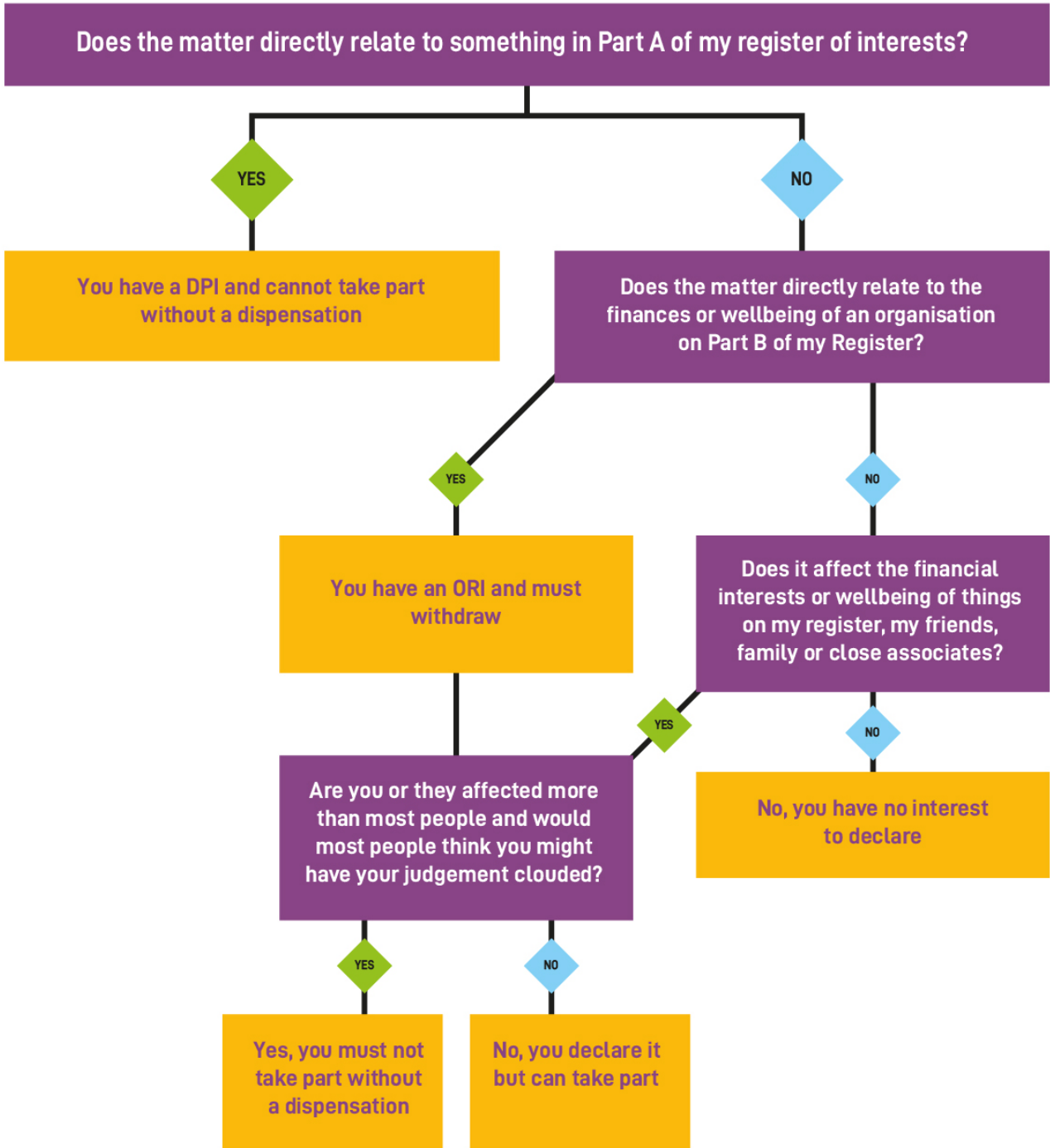
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none">a) any body of which you are in general control or management and to which you are nominated or appointed by your authorityb) any body<ul style="list-style-type: none">(i) exercising functions of a public nature(ii) any body directed to charitable purposes or(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



Agenda Item 8

Delegated Decisions (December 2024 to February 2025)	
Executive Summary	This report details the decisions taken under delegated powers from December 2024 to February 2025.
Options considered	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
Consultation(s)	Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.
Recommendations	To receive and note the report and the register of decisions taken under delegated powers.
Reasons for recommendations	<p>The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2 details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)</p> <p>Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions.</p>
Background papers	Signed delegated decision forms.

Wards affected	All
Cabinet member(s)	Leader, Cllr T Adams
Contact Officer	Emma Denny, Democratic Services Manager emma.denny@north-norfolk.gov.uk

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

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

1. Purpose of the report

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

2. Introduction & Background

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

3. Proposals and Options

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

4. Financial and Resource Implications

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

5. Legal Implications

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

- The decision taken and the date it was made
- The reasons for the decision

- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

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

6. Risks

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

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

7. Net Zero Target

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

8. Equality, Diversity & Inclusion

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

9. Community Safety issues

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

10. Conclusion and Recommendations

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

Recommendation:

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

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Record of Decisions taken under Delegated Authority (Appendix A)

Delegated Power being exercised; <i>*see footnote</i>	Key Decision y/n	Officer / Member exercising Delegation	Details of decision made	Date of decision	Date Reported to Cabinet
Chapter 4, para 4.1 (conditional delegation)	No	Martyn Fulcher Director for Place & Climate Change	Enter into a Non Disclosure Agreement with the Environment Agency for early access to NCERM2 indicative coastal erosion predictions, prior to the public launch. To undertake the day to day management and control of staff reporting to them and the premises and services for which they are responsible.	13 December 2024	03 February 2025
Section 5.1, Chapter 6 of the Constitution – Full Delegation to Chief Officers (p89) Chapter 8, 1.5/1.6 (p148)	Yes	Steve Blatch Chief Executive	To enter into the Access Agreement with Alliance Leisure Services Ltd to undertaken preliminary work for costings for Fakenham Flash leisure centre	17 January 2025	03 February 2025

January 2025

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

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Agenda Item 9

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

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

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

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

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

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

2. Introduction & Background

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

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

3. Overview of progress

3.1 Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary

Quarter 3 from October to December 2024

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

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

Crosstabulation

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

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

KEY

Red = Actions will not deliver planned outcomes without significant interventions

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

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.2 Details of all Actions

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

4. Corporate Priorities

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

5. Financial and Resource Implications

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

Comments from the S151 Officer:

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

6. Legal Implications

There are no legal implications from this report.

Comments from the Monitoring Officer

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

7. Risks

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

8. Net Zero Target

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

9. Equality, Diversity & Inclusion

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

10. Community Safety issues

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

11. Conclusion and Recommendations

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

Cabinet is recommended to note this report.



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

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

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

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

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

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

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

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

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

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

Medium Term Financial Strategy

2024/25 to 2027/28

North Norfolk District Council

Executive Summary

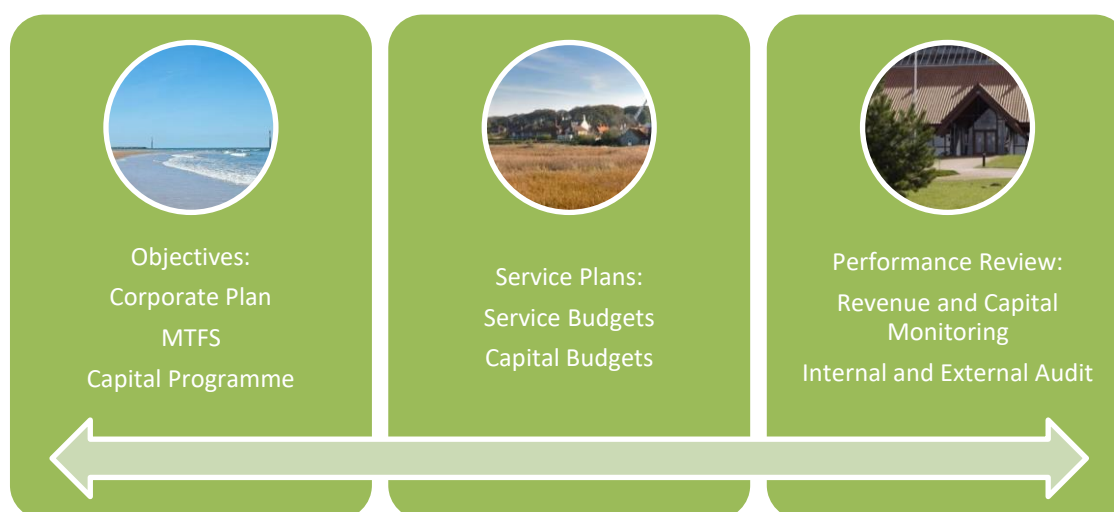
North Norfolk District Council's Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan. The MTFS sets out how Council's priorities will be achieved by setting out the framework within which resources are available to the Council over the medium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

The MTFS aims to:

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

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

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



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

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1. Context
2. National Pressures
3. Local Pressures
4. Inflation
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Table 1: General Fund Summary 2024/25 – 2027/28

Table 2: Reserves

Table 3: Capital Programme

Appendix 1: General Fund Summary

Appendix 2: Reserve Statement

Appendix 3: Capital programme

1. Context

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

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

The strongest business sectors in the district are:

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

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

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

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

2. National Pressures

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

National Pay Review

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

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

Interest rates

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

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

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

3. Local Pressures

Local Economic changes

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

Coastal Erosion & Environmental considerations

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

Local Council Tax Support Schemes (LCTS)

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

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

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

4. Inflation

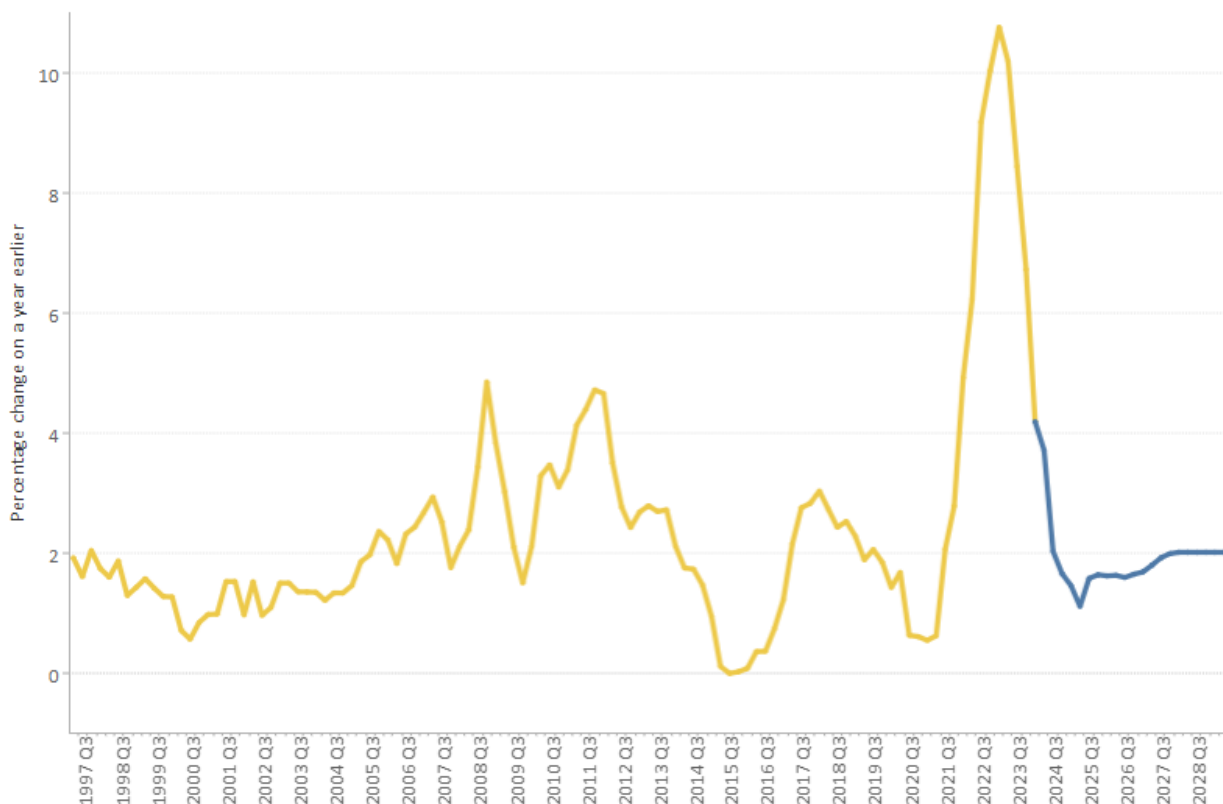
Inflation is the rate at which the prices for goods and services that the Council buys are expected to rise. At the end of September, Consumer Price Index (CPI) inflation was at 1.7%, largely in line with the Government's target rate of 2%

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

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

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

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



Source: ONS, OBR

5. Funding changes

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

Settlement Funding

The Local Government funding settlement is issued each year by the Ministry of Housing, Communities and Local Government (MHCLG) and for NNDC comprises several elements. These include Revenue Support Grant, New Homes Bonus, Baseline Funding Level (via the Business Rates Retention Scheme), Council Tax and Rural Services Delivery Grant. Revenue Support Grant is not ring-fenced grant and can be spent on services at NNDC's discretion. Based on the current financial projections it is currently showing negative revenue support grant. This occurs when a local authority is deemed to have enough local resources (e.g., from council tax or business rates) that, according to the funding formula, it would no longer require any Revenue Support Grant. Rather than requiring authorities to pay money back, the government has traditionally intervened to "cancel out" the effect of Negative Revenue Support Grant, meaning authorities with negative amounts are held at a zero level of Revenue Support Grant instead of being asked to return funds.

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

Spending Review/Fair Funding Review

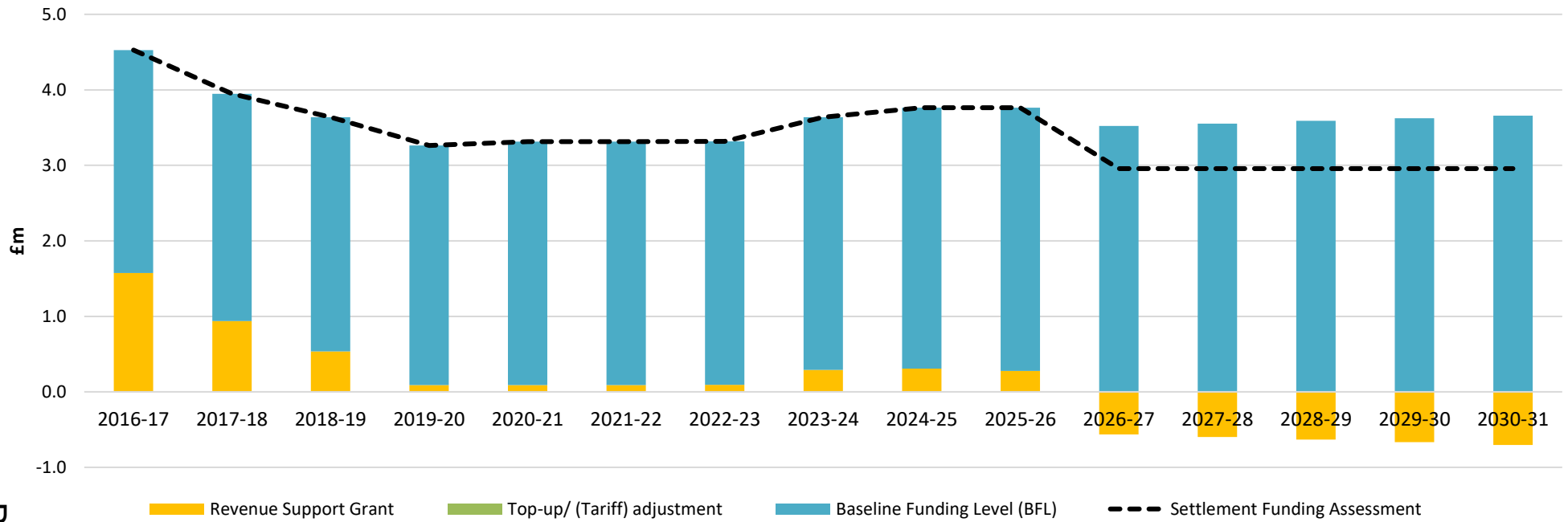
There are two large projects currently to be carried out, a review of the business rates systems, and the fair funding review, both of which have been delayed for a number of years. Business rate reform is also something being discussed with the potential resetting of the baseline, which would have a significant adverse effect potentially amounting to £2m - £3m less income per annum.

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

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

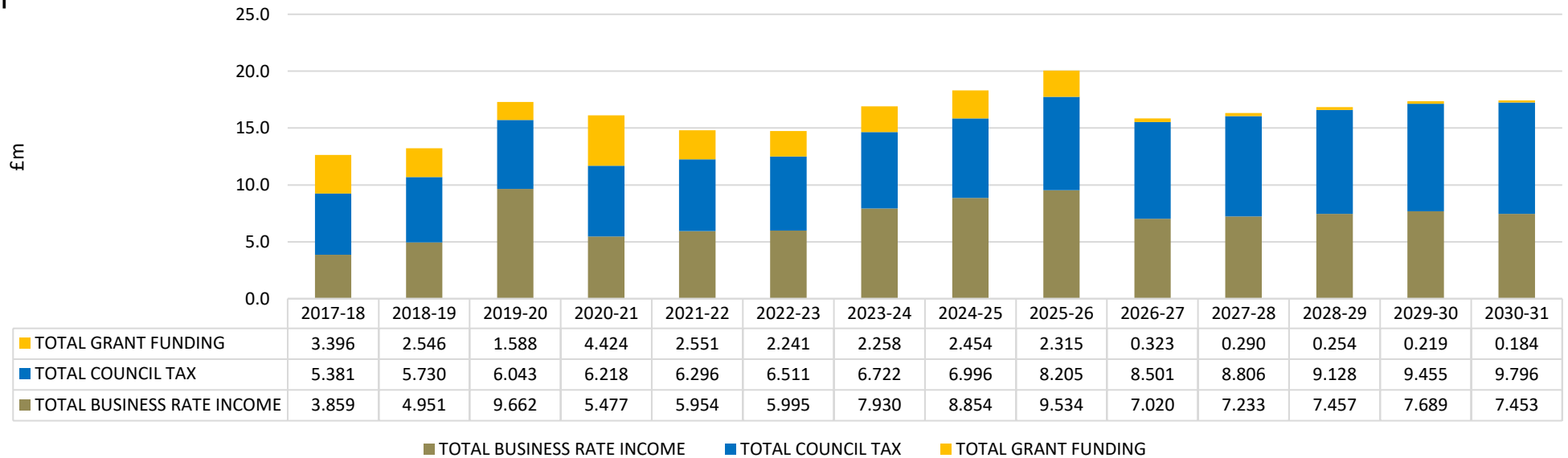
The overall amount of funding available for allocation will be governed by the Spending Review, which will effectively decide how much money each Central Government department will have available to spend. Both of these reviews represent significant risk to NNDC's balanced budget position and are being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

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



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Chart 3 - Sources of Funding



6. Income

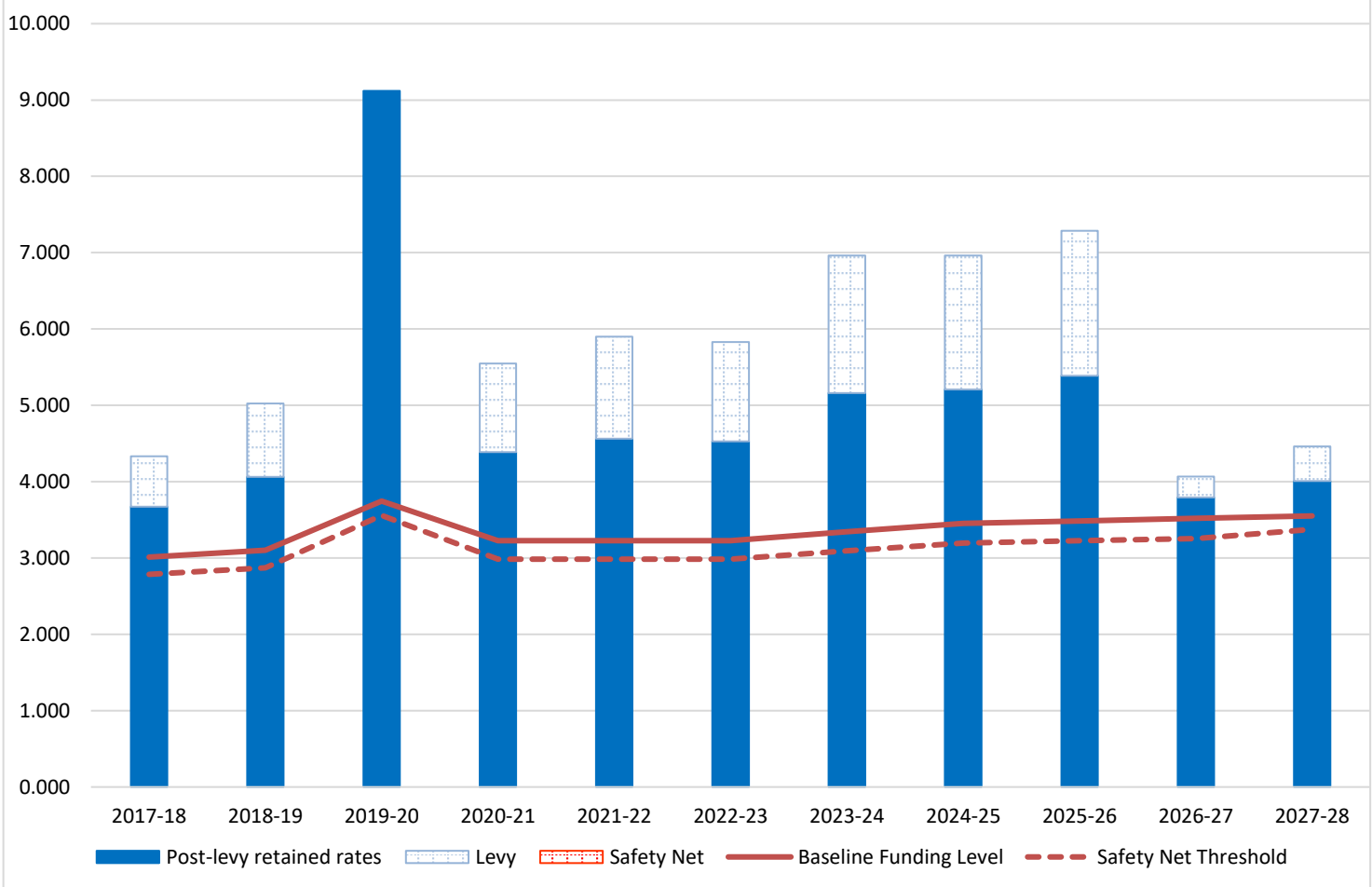
The Council derives a limited and reducing amount of funding from Central Government, with the main sources of income now being locally raised taxes, fees and charges and specific grants. This section explains more about how the Council is funded and how this is expected to change over the coming years.

Business Rates Retention

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

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

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



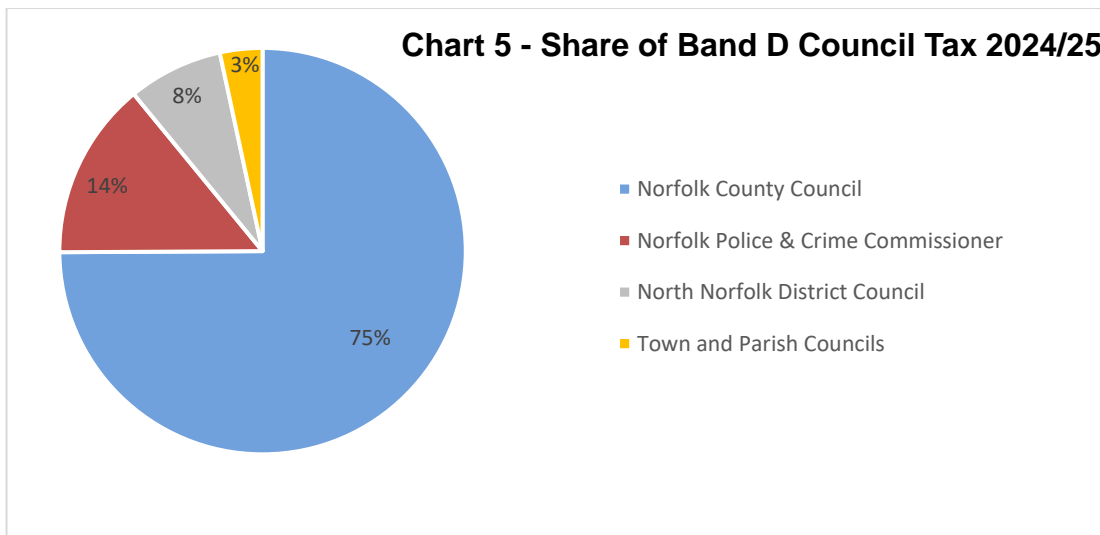
New Homes Bonus

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

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

Council Tax

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



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

Fees and charges

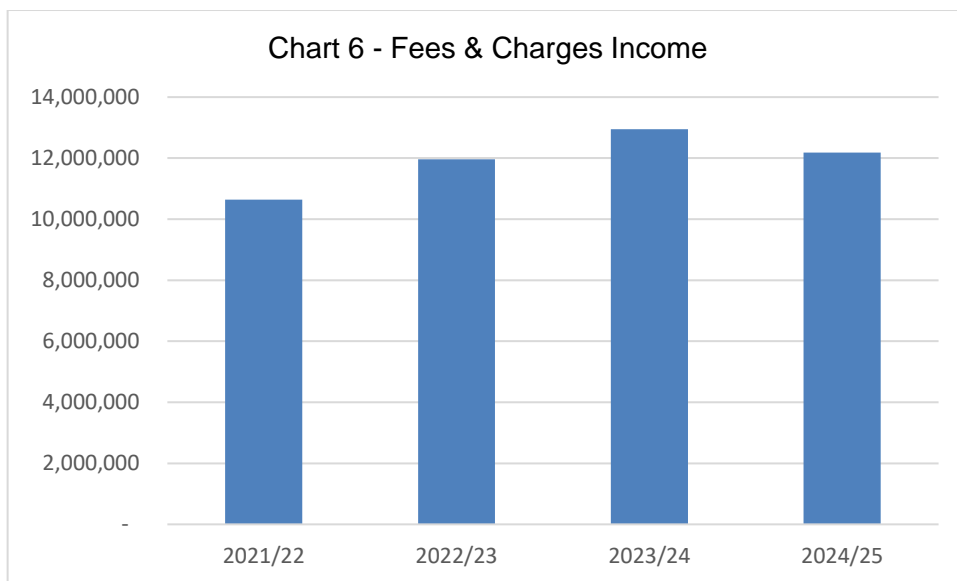
The Council generates income through various fees and charges for services provided to residents and businesses. These charges help fund essential services and maintain financial sustainability. The way these fees are determined can vary, with some being set by central government and others by the Council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

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

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

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

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



7. Looking forward

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

General Fund

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

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

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

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

Reserves

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

- General Reserve
- Earmarked Reserves
- Capital Receipts Reserve

The General Reserve is held for two main purposes:

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

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

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

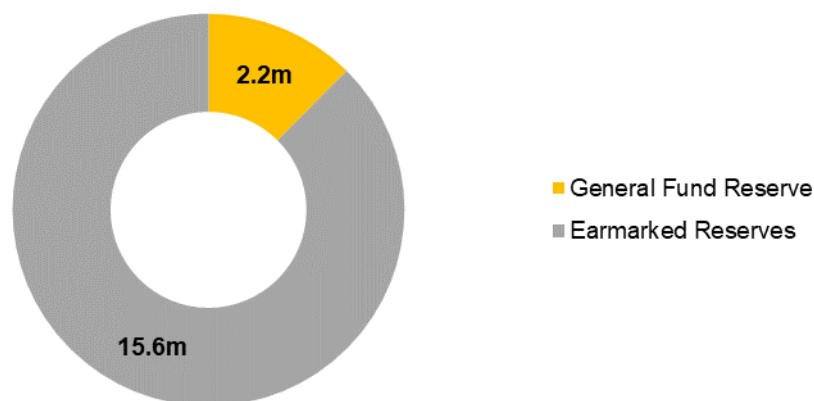
Earmarked Reserves provide a means of building up funds to meet known or predicted liabilities and are typically used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings. A number of contingency reserves are also held by the Council to reduce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

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

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

Chart 7 – Reserves Balances as at 1 April 2024

Reserve Balances at 1 April 2024

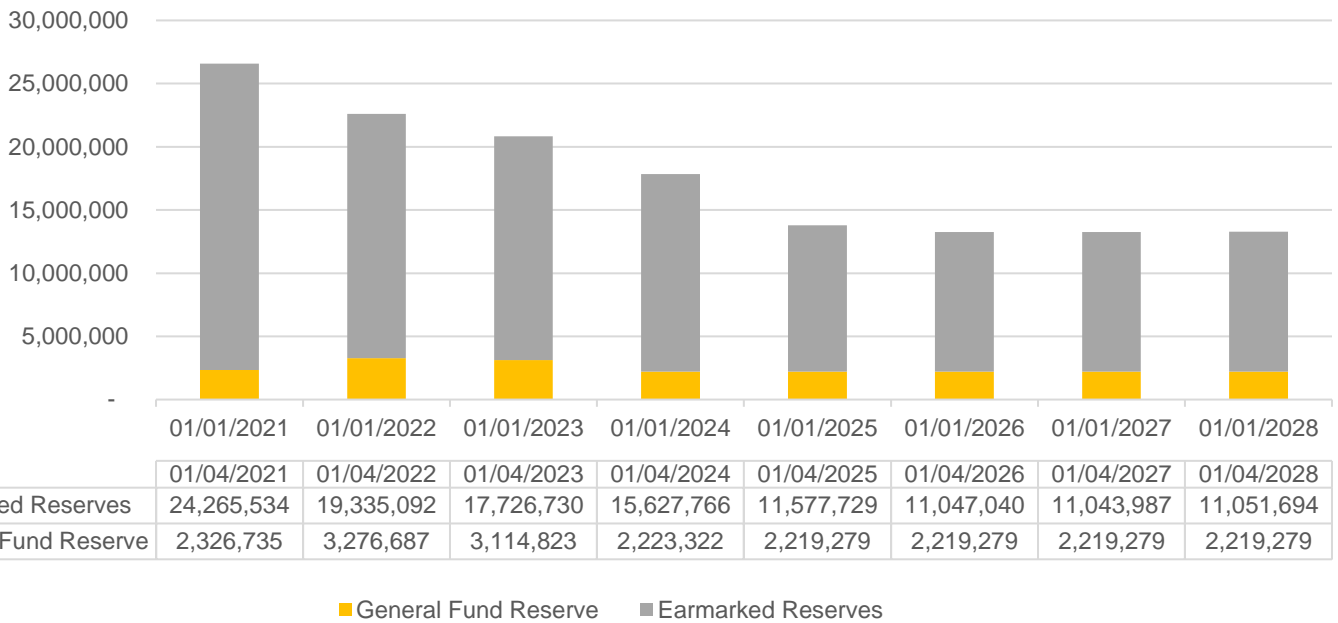


There are currently 26 earmarked reserves alongside the General Fund Reserve. The names and individual details of these earmarked reserves can be found in Appendix 2.

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

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

Chart 8 - Projected Reserve Balances to 1 April 2028



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

Forward Looking Assumptions

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

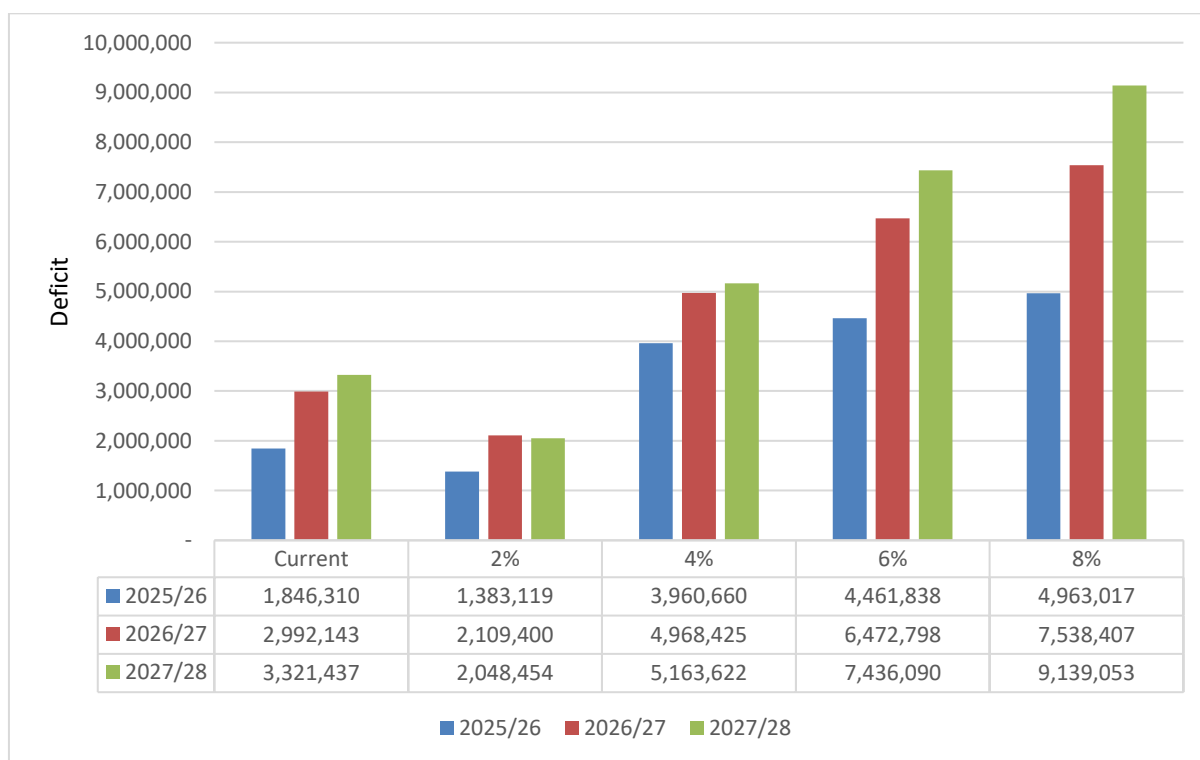
Some of the key forward-looking assumptions involve the following:

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

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

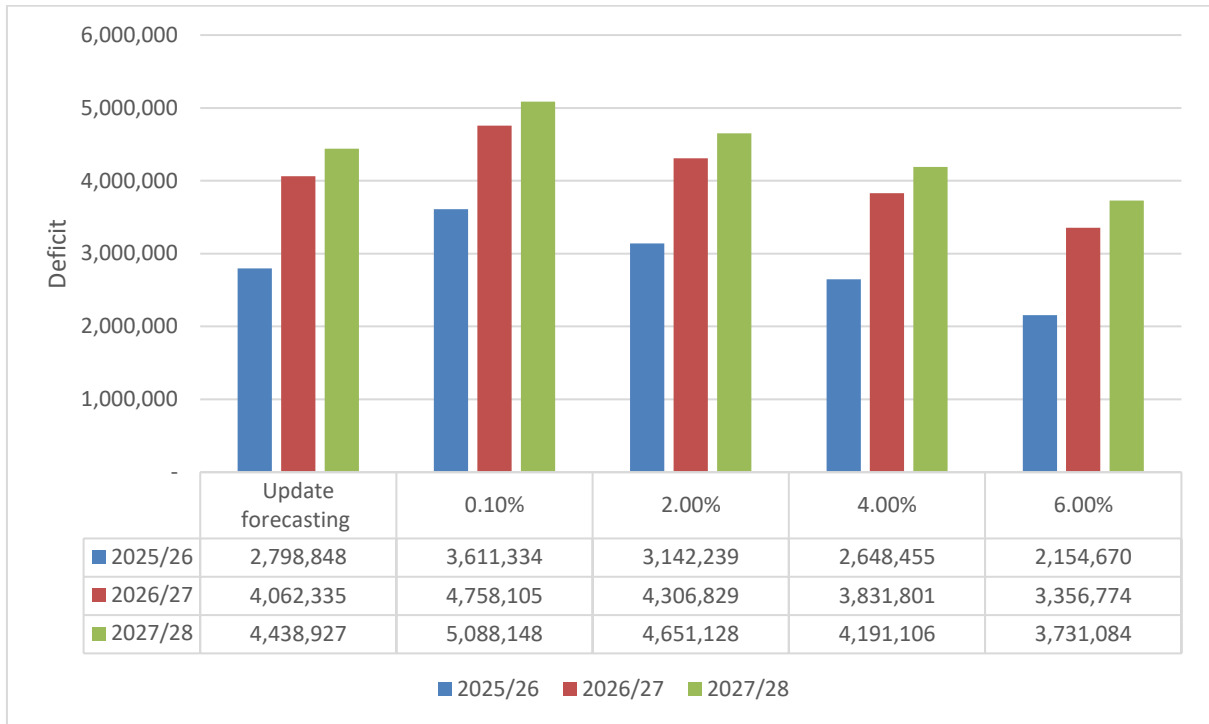
Inflation rates have been turbulent since 2021. To demonstrate how these variances have the potential to impact the projections Chart 9 below shows the impact of inflation on the overall surplus/deficit position at various increments; 2%, 4%, 6%, 8% alongside the current budget and projection as approved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

Chart 9 - Impact on overall deficit projections from inflation movements



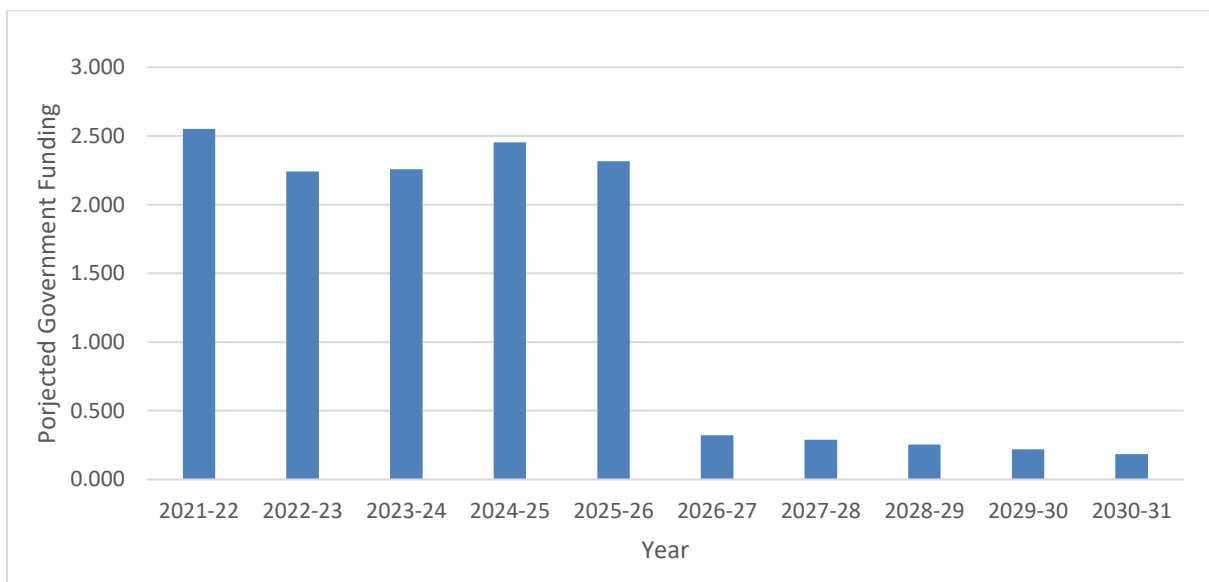
Interest rates have increasing since the beginning of 2022 until it stabilised for a 12-month period at 5.25%, recently have reduced to 5%. Interest is linked to inflation with the Bank of England base rate often set as an attempt to control inflation. As demonstrated in Chart 10 inflation is beginning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

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



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

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



Capital

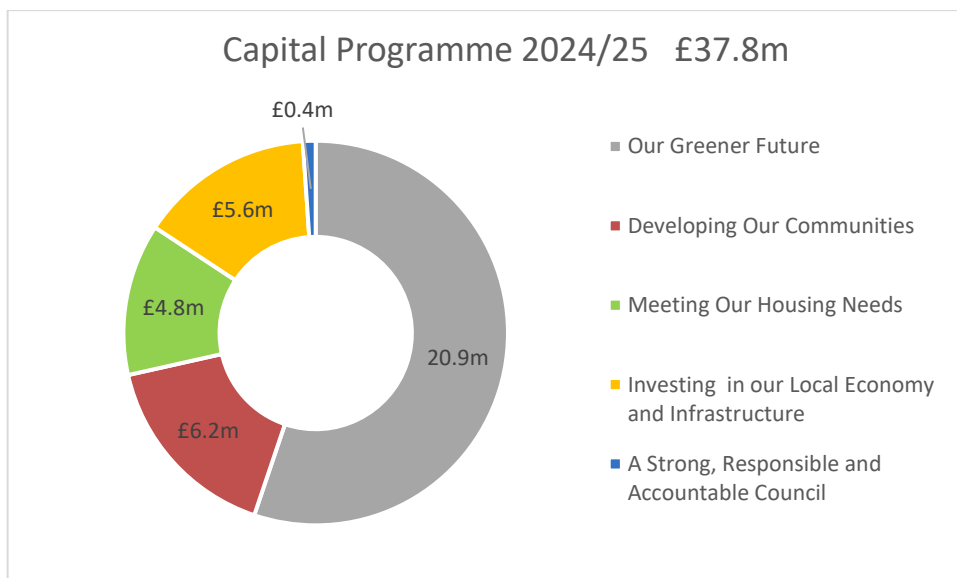
The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years.

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

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

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

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



8. Closing the Budget gap

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

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

Local Government Reorganisation

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

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

Property Investment and Asset Commercialisation

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

Opportunities for the most efficient utilisation of the Council's assets and maximising returns where appropriate are vital. Indirect property investments via treasury instruments, such as the purchase of pooled property funds, can potentially provide a return in terms of a regular income and growth in the value of the investment. Under the Treasury Management Strategy, the Council has made investments in a number of pooled funds which invest in property. One of these funds, the LAMIT Pooled Property Fund, invests exclusively in various property assets with the aim of achieving a regular income and growth in the value of the investment. In addition to these investments, the Council has agreed to provide capital expenditure loans to registered providers of social housing to facilitate the

delivery of housing in the district, along with achieving an income return on its investment. The Council can choose to use its capital resources to finance a programme of asset commercialisation which aims to deliver long-term revenue streams for the Council and work on an ongoing basis is required to identify the most appropriate projects. This strategy of direct property investment can ensure a secondary benefit to the district as it is possible to generate an economic growth benefit when the investment is located in North Norfolk. This is; however, more resource intensive to manage than externalising these investments.

Service Reviews

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

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

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

Savings Proposals

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

Generating additional income

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

impact on services the Council provides. Additionally the annual review all discretionary will occur to ensure they reflect market rates and appropriately recover costs.

Cessation of non-economically viable non statutory services

One of the approaches to addressing the budget gap is the cessation of non-economically viable non-statutory services. Non-statutory services - those not legally required by government mandates - are often valued by communities but can significantly strain the Council's budget, especially when they operate at a financial loss. By carefully assessing which services are both non-statutory and non-viable economically, the council can make informed decisions about which offerings to discontinue or reduce.

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

Reduce level of statutory services

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

Shared Services, collaboration and selling services

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

Council Tax

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

Alongside this the increased flexibilities around council tax discounts provides a further potential income stream. There is currently a review ongoing and recommendations on the

level of council tax discounts will be reported for approval as part of the budget reports for 2025/26.

New opportunities

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

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

Conclusion

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

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

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

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

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

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

Appendix 2 – Projected Reserve Movements

Reserve	Balance 01/04/24	Updated Movement 2024/25	Forecast Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28
	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	2,223,322	(4,043)	2,219,279	-	2,219,279	-	2,219,279	-	2,219,279
<u>Earmarked Reserves:</u>			-						
Capital Projects	555,618	(555,618)	-	-	-	-	-	-	-
Asset Management	633,544	(248,186)	385,358	-	385,358	-	385,358	-	385,358
Benefits	725,822	(46,622)	679,200	-	679,200	-	679,200	-	679,200
Building Control	145,799	(110,542)	35,257	(23,883)	11,374	-	11,374	-	11,374

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

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

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

Appendix 3 – Capital Programme 2024/25 and beyond

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

Treasury Management Strategy Report 2025/26	
Executive Summary	This report sets out the Council's Treasury Management Strategy for the year 2025/26. It sets out details of the Council's Treasury Management activities and presents a strategy for the prudent investment of the Council's resources. It also sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives.
Options considered	No other options considered. It is a requirement that the Treasury Management Strategy report must be approved by full Council each year in advance of the new financial year to ensure the Council is compliant with the CIPFA Treasury Management, CIPFA Prudential Codes and guidance issued by the Ministry of Housing, Communities & Local Government (MHCLG).
Consultation(s)	Portfolio Holde Section 151 Officer This report has been prepared with the assistance of Link Treasury Services, the Council's Treasury Management advisors.
Recommendations	To recommend to Full Council that the Treasury Management Strategy 2025/26 is approved.
Reasons for recommendations	Approval by Full Council demonstrates compliance with the Prudential Codes to ensure. <ul style="list-style-type: none"> • A flexible investment strategy enabling the Council to respond to changing market conditions. • Ensure compliance with CIPFA and MHCLG guidance. • Confirming capital resources available for delivery of the Council's capital programme. <p>It is a requirement that any proposed changes to the prudential indicators are approved by Full Council.</p>
Background papers	The Council's Treasury Management Strategy 2024/25. CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition). CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).

Wards affected	All
Cabinet member(s)	Cllr. Lucy Shires
Contact Officer	James Moore

Links to key documents:	
Corporate Plan:	This report is required to ensure that the Council can demonstrate it is in a sound financial position and able to deliver the projects in the Capital Programme which support the Corporate Plan Objectives.
Medium Term Financial Strategy (MTFS)	This report supports the MTFS in confirming adequate financing is in place for the Council to operate its regular functions alongside delivering the Council's Capital Programme.
Council Policies & Strategies	N/A

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

- 1.1 It is a requirement that Treasury Management activities and risk management be conducted within the framework of the Chartered Institute of Public Finance (CIPFA) Code (Treasury Management in the Public Services: Code of Practice 2021 Edition).
- 1.2 Under the provisions of the Local Government Act 2003, Local Authorities are required to comply with the guidance of the Prudential Code with regard to capital decisions.
- 1.3 It is a requirement that any proposed changes to the 2025/26 prudential indicators are approved by Full Council.

2. Introduction & Background

- 2.1 Treasury management is the operation of the Council's cash flows, borrowing and investments alongside the associated risks. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 2.2 The strategy (See Appendix) also sets out the Council's approach and deployment of capital resources in meeting the Council's overall aims and objectives.

3. Proposals and Options

- 3.1 Appendix A shows the Council's full Treasury Management Strategy for the 2025/26 financial year.

4. Corporate Priorities

- 4.1 Ensuring there is adequate funding in place is essential to delivering the Council's Capital Programme which supports the Corporate Plan and MTFs.

5. Financial and Resource Implications

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

Comments from the S151 Officer:

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

6. Legal Implications

- 6.1 None as a direct consequence of this report.

Comments from the Monitoring Officer

Whilst there are no specific legal or governance comments. It is noted that this is a necessary financial report to comply with the CIPFA Treasury Management Code of Practice.

7. Risks

- 7.1 Any financial risks or implications are included within the content of the report.

8. Net Zero Target

- 8.1 None as a direct consequence of this report.

9. Equality, Diversity & Inclusion

- 9.1 None as a direct consequence of this report.

10. Community Safety issues

- 10.1 None as a direct consequence of this report.

11. Conclusion and Recommendations

- 11.1 It is recommended that Full Council approves the Treasury Management Strategy 2025/26 to ensure the Council is compliant with the Prudential Codes.

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North Norfolk District Council

Treasury Management Strategy

Statement

Minimum Revenue Provision Policy Statement

Capital and Annual Investment Strategy

2025/26

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Key Considerations

2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future TMSS/AIS reports and the risk management framework

CIPFA published the revised Codes on 20th December 2021 and stated that revisions need to be included in the reporting framework from the 2023/24 financial year. This Council, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

The revised Treasury Management Code required all investments and investment income to be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a Council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. A Council must not borrow to invest primarily for financial return.

The revised Treasury Management Code requires a Council to implement the following:

1. **Adopt a liability benchmark treasury indicator** to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of 10 years, with material differences between the liability benchmark and actual loans to be explained.
2. **Long-term treasury investments**, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case.
3. **Pooled funds** are to be included in the indicator for principal sums maturing in years beyond the initial budget year.
4. Amendment to the **knowledge and skills register** for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each Council.
5. **Reporting to members is to be done quarterly**. Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report

performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the Council's integrated revenue, capital and balance sheet monitoring.

6. **Environmental, social and governance (ESG)** issues to be addressed within a Council's treasury management policies and practices (TMP1).

The main requirements of the Prudential Code relating to service and commercial investments are: -

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services.
2. A Council must not borrow to invest for the primary purpose of commercial return.
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the Council, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose.
4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream.
6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

A Council's Capital Strategy or Annual Investment Strategy should include: -

1. The Council's approach to investments for service or commercial purposes (together referred to as non-treasury investments), including defining the Council's objectives, risk appetite and risk management in respect of these investments, and processes ensuring effective due diligence.
2. An assessment of affordability, prudence and proportionality in respect of the Council's overall financial capacity (i.e., whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services).
3. Details of financial and other risks of undertaking investments for service or commercial purposes and how these are managed.
4. Limits on total investments for service purposes and for commercial purposes respectively (consistent with any limits required by other statutory guidance on investments).
5. Requirements for independent and expert advice and scrutiny arrangements (while business cases may provide some of this material, the information

contained in them will need to be periodically re-evaluated to inform the Council's overall strategy).

6. State compliance with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement that a Council must not borrow to invest primarily for financial return.

1.1 Background

The Council is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

“The management of the local Council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

1.2 Reporting Requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following: -

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Council's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. **Prudential and treasury indicators and treasury strategy** (this report)
 - The first, and most important report is forward looking and covers: -
 - the capital plans, (including prudential indicators)
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
 - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an Annual Investment Strategy, (the parameters on how investments are to be managed)

- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Council will receive quarterly update reports.

- c. **An annual treasury outturn report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Overview & Scrutiny Committee.

Quarterly reports – In addition to the three major reports detailed above, from 2023/24 quarterly reporting is also required (this Council reports the position at the end of July and at the end of January). However, these additional reports do not have to be report to Full Council but must be adequately scrutinised. This role is to be undertaken by the Overview & Scrutiny Committee. (The reports, specifically, should comprise updated Treasury/Prudential Indicators).

1.3 Treasury Management Strategy for 2025/26

The strategy for 2025/26 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy

Treasury management issues

- the current treasury position
- treasury indicators which limit the treasury risk and activities of the Council
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need

- debt rescheduling
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, DLUHC (now MHCLG) Investment Guidance, DLUHC (now MHCLG) MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs. Organisations should consider how to assess whether treasury management staff and board/ council members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

The training needs of treasury management officers are periodically reviewed.

A formal record of the training received by officers central to the Treasury function will be maintained by the Technical Accountant.

1.5 Treasury Management Consultants

The Council uses Link Group, Link Treasury Services Limited as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

2. THE CAPITAL PRUDENTIAL INDICATORS 2025/26 – 2027/28

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans are prudent, affordable and sustainable.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Approved Capital Programme	13.766	37.723	16.721	8.518	1.700
Capital Bids to be Reviewed	-	-	2.151	0.343	-
Total	13.766	37.723	18.872	8.861	1.700

Other long-term liabilities - the above financing need excludes other long-term liabilities, such as PFI and leasing arrangements that already include borrowing instruments.

The tables below summarise the above capital expenditure plans from approved and to be considered capital projects, how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Table a. Current 2024/25 Capital Programme financing:

Financing of capital expenditure £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Total Capital Expenditure (approved)	13.766	37.723	16.721	8.518	1.700
Capital receipts	0.470	3.395	0.712	0.610	0.300
Capital grants	7.846	25.746	14.373	7.148	1.000
Capital contributions	1.035	2.127	0.719	0.300	-
Reserves	1.455	2.427	-	-	-
Revenue Contribution to Capital Outlay	0.100	0.000	-	-	-
Net financing need for the year (Borrowing)	2.860	4.028	0.917	0.460	0.400

Table b. 2025/26 Capital Bids to be reviewed:

Financing of capital expenditure £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Total Capital Expenditure (new bids)	-	-	2.151	0.343	-
Capital receipts	-	-	0.090	-	-
Capital grants	-	-	0.000	-	-
Capital contributions	-	-	0.080	-	-
Reserves	-	-	0.300	-	-
Revenue Contribution to Capital Outlay	-	-	-	-	-
Net financing need for the year (Borrowing)	-	-	1.681	0.343	-

Table c. Project 2025/26 Capital Programme assuming all new bids approved:

Financing of capital expenditure £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Total Capital Expenditure (all)	13.766	37.723	18.872	8.861	1.700
Capital receipts	0.470	3.395	0.802	0.610	0.300
Capital grants	7.846	25.746	14.373	7.148	1.000
Capital contributions	1.035	2.127	0.799	0.300	0.000
Reserves	1.455	2.427	0.300	0.000	0.000
Revenue Contribution to Capital Outlay	0.100	0.000	0.000	0.000	0.000
Net financing need for the year (Borrowing)	2.860	4.028	2.598	0.803	0.400

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £0m of such schemes within the CFR.

The Council is asked to approve the CFR projections below, these are based on all capital projects being completed in the years they are approved. However, it is noted the actual capital financing at outturn may be different to allow for projects which have not been completed in year the funding was approved for (capital roll-forwards):

Table a. CFR projections based on current Capital Programme:

£m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Capital Financing Requirement					
Total CFR	17.474	20.995	21.385	21.282	21.101
Movement in CFR	2.386	3.521	0.390	(0.103)	(0.181)
Movement in CFR represented by					
Net financing need for the year (above)	2.860	4.028	0.917	0.460	0.400
Less MRP	(0.474)	(0.507)	(0.527)	(0.563)	(0.581)
Movement in CFR	2.386	3.521	0.390	(0.103)	(0.181)

Table b. CFR projections if all new capital bids approved:

£m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Capital Financing Requirement					
Total CFR	17.474	20.995	23.066	23.293	23.099
Movement in CFR	2.386	3.521	2.071	0.227	(0.194)
Movement in CFR represented by					
Net financing need for the year (above)	2.860	4.028	2.598	0.803	0.400
Less MRP	(0.474)	(0.507)	(0.527)	(0.576)	(0.594)
Movement in CFR	2.386	3.521	2.071	0.227	(0.194)

The Council's current planned external borrowing for treasury management purposes as a result of the current CFR and future projections is shown below. This does not include temporary short-term borrowing which may fluctuate depending on the delivery timelines off each capital project, short-term borrowing indicates a deficit in the amount internally borrowed by the Council to deliver capital schemes. Where short-term borrowing is constant for more than one year, this indicates an increased need for long-term borrowing.

The Council's cash flow may be able to incorporate any small increases in internal borrowing year on year, but any large increases in CFR indicate a potential need to increase the Council's long-term external borrowing.

Currently the Council has been able to operate with only £5m actual long-term external borrowing with only temporary extra short-term borrowing required for short durations over the financial year (peaks and troughs in the Council's cashflow). On this basis it is assumed that the Council's cashflow can cover £16m (£15.710m) of internal borrowing within its current resources. It is then assumed that this will inflate by 2% each year (CPI).

Table a. Forecasted Long-Term borrowing based on current Capital Programme:

Planned Long-Term External borrowing & Estimate £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Forecasted CFR (above)	17.474	20.995	21.385	21.282	21.101
Actual Long-Term External Borrowing	5.000	5.000	5.000	0.000	0.000
Actual Internal Borrowing	12.474	15.995			
Assumed Additional Internal Borrowing capacity increase (2% year on year)			0.320	0.326	0.333
Forecast Internal Borrowing capacity (Actual internal borrowing + assumed 2% capacity)			16.315	16.641	16.974
Potential External Borrowing Requirement (Forecasted CFR – actual borrowing – forecasted internal borrowing capacity).	0.000	0.000	-0.250	4.315	3.794

The above table shows that with the Council's current approved capital programme, the treasury will likely be required to renew the current £5m external borrowing for 2025/26 (forecast borrowing requirement 4.750m) and 2026/27 (forecast borrowing requirement 4.315m) but could then reduce this to £4m in 2027/28. This also shows that the Council is actively paying off its long-term debt.

Table b. Forecasted Long-Term borrowing if all new capital bids approved:

Planned Long-Term External borrowing & Estimate £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Forecasted CFR (above)	17.474	20.995	23.066	23.293	23.099
Actual Long-Term External Borrowing	5.000	5.000	5.000	0.000	0.000
Actual Internal Borrowing	12.474	15.995			
Assumed Internal Borrowing capacity increase (2% year on year)			0.320	0.326	0.333
Forecast Internal Borrowing capacity (Actual internal borrowing + assumed 2% capacity)			16.315	16.641	16.974
Potential External Borrowing Requirement (Forecasted CFR – actual borrowing – forecasted internal borrowing capacity).	0.000	0.000	1.431	6.326	5.792

The above table shows that approval of all of the 2025/26 capital bids could increase the Council's total external borrowing to a total of £7m in 2025/26 (forecast borrowing requirement £6.431m) from £5m in 2024/25. The external borrowing requirement is then forecasted to stay at £7m (£6.326m) in 2026/27 and the lower to £6m (£5.792m) in 2027/28.

This table still shows the Council is actively paying off its long-term debt, however the interest costs on this level of external borrowing under the current borrowing rates will have a significant impact on the revenue budgets.

2.3 Liability Benchmark

The Council is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance. Any years where actual loans are less than the benchmark indicate a future borrowing requirement; any years where actual loans outstanding exceed the benchmark represent an overborrowed position, which will result in excess cash requiring investment (unless any currently unknown future borrowing plans increase the benchmark loan debt requirement).

2.4 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

Year End Resources £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Reserves	17.542	13.488	13.185	13.190	13.224
Capital receipts	2.811	0.685	0.843	0.283	0.033
Total core funds	20.353	14.173	14.028	13.473	13.257
Working capital (housing loans remaining balance)	2.145	1.859	1.573	1.286	0.999
Expected Total Investments	22.498	16.032	15.601	14.759	14.256

2.5 Minimum Revenue Provision (MRP) Policy Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Council has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP). The 2003 Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision local authorities cannot exclude any amount of CFR from its calculation, unless by an exception set out in statute.

The Council is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2024) provides four ready-made options for calculating MRP. Councils can use a mix of these options if it considers it appropriate to do so.

The Government considers that the methods of making prudent provision include the options set out in the statutory guidance. However, this does not rule out or otherwise preclude a Council from using an alternative method should it decide that is more appropriate. Any method used is subject to the conditions in paragraphs 61 to 65 of the guidance as far as these are relevant.

The Council is recommended to approve the following MRP Statement:

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

Example approach:

- 4% reducing balance (CFR method) – MRP will be calculated as 4% of the opening GF CFR balance; or

From 1 April 2008 for all unsupported borrowing the MRP policy will be (amend as appropriate):

- Asset life method (annuity)

Regulation 27(3) allows a local Council to charge MRP in the financial year following the one in which capital expenditure financed by debt was incurred (MRP is charged the year after capital project completion, assets under construction do not incur a MRP charge).

Therefore, capital expenditure financed by borrowing in 2024/25 will not be subject to an MRP charge until 2025/26, or in the financial year following the one in which the asset first becomes available for use.

The Council will apply the asset life method for any expenditure capitalised under a Capitalisation Direction. This is to insure the best and fairest value to the taxpayer.

Leases/PFI

The adoption of International Financial Reporting Standard 16 has introduced a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months unless the underlying asset is low value. When such lease contracts and the related assets and liabilities are brought onto the balance sheet, a local Council will increase its long-term liabilities and as a result this will increase the debt liability.

Generally accepted accounting practice requires these changes to be accounted for retrospectively, with the result that an element of the rental or service charge payable in previous years (and previously charged to revenue accounts) will be taken to the balance sheet to reduce the liability. On its own, this change in the accounting arrangements would result in a one-off increase to the CFR and an equal increase in revenue account balances.

This is not seen as a prudent course of action and the guidance aims to ensure local authorities are in the same position as if the change had not occurred. It does this by recommending the inclusion in the annual MRP charge of an amount equal to the amount that has been taken to the balance sheet to reduce the liability, including the retrospective element in the first year.

It will be open to local authorities to consider a different approach to the calculation, subject to compliance with the overriding statutory requirement to make a prudent level of MRP.

Regarding MRP in respect of assets acquired either under leases where a right-of-use asset is on the balance sheet or where on-balance sheet PFI contracts are in place, the prudent charge to revenue can be measured as being equal to the element of the rent/charge that goes to write down the balance sheet liability.

Where a lease (or part of a lease) or PFI contract is brought onto the balance sheet, having previously been accounted for off-balance sheet, the MRP requirement is regarded as having been met by the inclusion in the charge for the year in which the restatement occurs, of an amount equal to the write-down for that year plus retrospective writing down of the balance sheet liability that arises from the restatement.

Investment property

The duty to make MRP extends to investment properties where the acquisition results in an increase to the CFR. As depreciation is not charged on investment properties,

the Depreciation method is not a suitable approach for calculating the MRP to be charged in respect of investment properties.

A local Council cannot exclude any proportion of its debt liability from the determination of a prudent MRP charge on the basis that the debt is associated with an investment asset that the Council believes will retain or increase capital value.

Therefore, the Council will calculate the MRP charges for any investment property funding by borrowing on the same basis as its capital expenditure.

Capital loans

Regulation 27(4) allows a local Council to exclude capital loans that are financed by debt from the requirement to make MRP, provided the loan is not a commercial loan. A commercial loan is defined in regulation 27(5) as a loan from the Council to another entity for a purpose which, if the Council were to undertake itself, would be primarily for financial return; or, where the loan is itself, capital expenditure undertaken primarily for financial return. Local authorities must make MRP with respect to any debt used to finance a commercial capital loan.

A local Council may choose not to charge MRP in respect of the financing by debt of a loan issued by a Council to any person or body, where —

- (a) the loan is treated as capital expenditure in accordance with regulation 25(1)(b),
- (b) the loan is not a commercial loan, and
- (c) the local Council has not recognised, in accordance with proper practices(c), any expected or actual credit loss in respect of that loan.

The Council has issued capital loans that are categorised as non-commercial and has chosen to not apply MRP on the basis that these loans are financed from the use of available capital receipts from previous asset sale (regeneration of housing assets to meet the Council's Corporate Plan objections) instead of issues any loans financed by borrowing. The Council currently does not issue loans for commercial purposes.

Capital receipts

For capital expenditure on loans to third parties where the principal element of the loan has been repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.

Share Capital

Where a Council incurs expenditure that is capitalised on or after April 2008, which is financed by borrowing for the acquisition of share capital, Regulation 25(1)(d) Acquisition of share capital sets out the maximum period for a Council to provide MRP of 20 years. The Council has not currently acquired any share capital.

MRP Overpayments

Under the MRP guidance, charges made in excess of the statutory MRP can be made and are known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

Cumulative VRP overpayments made to 31.03.24 are £0m.

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

3.1 Current Portfolio Position

The overall treasury management portfolio as at 31.3.24 and for the position as at 30.11.24 are shown below for both borrowing and investments.

TREASURY PORTFOLIO				
	actual 31.3.24	Actual 31.3.24	current 30.11.24	current 30.11.24
	£000	% of portfolio	£000	% of portfolio
Treasury investments				
Money Market Funds	2,010	9%	2,900	13%
Total managed in house	2,010	9%	2,900	13%
Bond Funds	5,000	23%	5,000	22%
Equity Funds	4,000	18%	4,000	17%
Property Funds	5,000	23%	5,000	22%
Multi-Asset Funds	6,000	27%	6,000	26%
Total managed externally	20,000	91%	20,000	87%
Total treasury investments	22,010	100%	22,900	100%
Treasury external borrowing				
Long-Term PWLB	5,000	75%	5,000	100%
Short-Term Local Authorities	1,700	25%	0,000	0%
Total external borrowing	6,700	100%	5,000	100%
Net treasury investments / (borrowing)	15,310		17,900	

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. This uses the predicted CFR and gross debt figures from the tables shown in section 2.2 above.

Table a. Forecasted under/(over) borrowing projects based on existing Capital Programme:

£m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
External Debt					
Debt as of 1 April	9.000	5.000	5.000	0.000	0.000
Known changes in Debt	(2.300)	0.000	(5.000)	0.000	0.000
Other long-term liabilities (OLTL)	0.000	0.000	0.000	0.000	0.000
Expected change in OLTL	0.000	0.000	0.000	0.000	0.000
Actual gross debt on 31 March	6.700	5.000	0.000	0.000	0.000
The Capital Financing Requirement	17.474	20.995	21.385	21.282	21.101
Under / (over) borrowing	10.774	15.710	21.385	21.282	21.101

Table b. Forecasted under/(over) borrowing of Capital Programme if all new capital bids approved:

£m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
External Debt					
Debt as of 1 April	9.000	5.000	5.000	0.000	0.000
Known changes in Debt	(2.300)	0.000	(5.000)	0.000	0.000
Other long-term liabilities (OLTL)	0.000	0.000	0.000	0.000	0.000
Expected change in OLTL	0.000	0.000	0.000	0.000	0.000
Actual gross debt on 31 March	6.700	5.000	0.000	0.000	0.000
The Capital Financing Requirement	17.474	20.995	23.066	23.293	23.099
Under / (over) borrowing	10.774	15.995	23.066	23.293	23.099

The top table show that with the authorities' current capital programme, levels of external debt can be reduced overtime with the Council's current MRP provision. However, the top table also indicates that the Council will need to replace the £5m loan due to be repaid in April 2025 otherwise the amount of under borrowing increases above the levels of internal borrowing the current cashflow can support.

The bottom table shows that with the additional capital bids there will be a larger increase in CFR and under borrowing, and potentially around £8m external borrowing requirement may be needed instead of the current £5m to finance the additional capital programme projects.

Within the range of prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that

The Council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2025/26 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

3.2 Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational Boundary £m	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Debt	15.000	30.000	30.000	30.000
Other long-term liabilities	0.000	0.000	0.000	0.000
Total	15.000	30.000	30.000	30.000

For future years, it is proposed that this boundary is increased from £15m to £30m to facilitate the forecasted CFR requirements (assuming all new capital bids are approved – table b in 3.1 above). If instead it was assumed all capital bids won't be approved, it would instead be recommended that the operational boundary is increased to £20m to match the updated CFR forecasts for 2025/26 and beyond with the current capital programme (table a in 3.1 above)

The Authorised Limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term. This is typically the Operational Boundary plus a threshold for temporary short-term debt.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local Council plans, or those of a specific Council, although this power has not yet been exercised.
- The Council is asked to approve the following Authorised Limit, which is currently calculated as £10m above the operational boundary (£30m above). If short-term borrowing is deemed to exceed £10m then this highlights a significant cashflow concern which should be brought to members attention for review:

Authorised Limit £m	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Debt	25.000	40.000	40.000	40.000
Other long-term liabilities	0.000	0.000	0.000	0.000
Total	25.000	40.000	40.000	40.000

3.3 Prospects for Interest Rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 11 November 2024. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

Additional notes by Link on this forecast table: -

- Following the 30 October Budget, the outcome of the US Presidential election on 6 November, and the 25bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7 November, we have significantly revised our central forecasts for the first time since May. In summary, our Bank Rate forecast is now 50bps – 75bps higher than was previously the case, whilst our PWLB forecasts have been materially lifted to not only reflect our increased concerns around the future path of inflation, but also the increased level of Government borrowing over the term of the current Parliament.
- If we reflect on the 30 October Budget, our central case is that those policy announcements will be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be 2.7% y/y (Q4 2025) and 2.2% (Q4 2026) before dropping back in 2027 to 1.8% y/y.
- The anticipated major investment in the public sector, according to the Bank, is expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the organization of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.
- There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing, and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises, and a tepid GDP performance.
- Link's central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in February and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August, and November).

- Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data in the second half of 2025. The fact that the November MPC rate cut decision saw a split vote of 8-1 confirms that there are already some concerns around inflation's stickiness, and with recent public sector wage increases beginning to funnel their way into headline average earnings data, the market will be looking very closely at those releases.
- Regarding the PWLB forecast, the short to medium part of the curve is forecast to remain elevated over the course of the next year, and the degree to which rates moderate will be tied to the arguments for further Bank Rate loosening or otherwise. The longer part of the curve will also be impacted by inflation factors, but there is also the additional concern that with other major developed economies such as the US and France looking to run large budget deficits there could be a glut of government debt issuance that investors will only agree to digest if the interest rates paid provide sufficient reward for that scenario.
- So far, little mention has been made of the US President election and economic impact. Nonetheless, Donald Trump's victory paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts and an expansion of the current US budget deficit. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks abound in Europe, the Middle East and Asia.
- Revised PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps), but this does not apply to the Council who does not currently have a Housing Revenue Account.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts are to the upsides. Target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below:

PWLB debt	Current borrowing rate as at 11.11.24 p.m.	Target borrowing rate now. (end of Q3 2026)	Target borrowing rate previous. (end of Q3 2026)
5 years	5.02%	4.30%	3.90%
10 years	5.23%	4.50%	4.10%
25 years	5.66%	4.90%	4.40%
50 years	5.42%	4.70%	4.20%

Borrowing advice: The long-term (beyond 10 years) forecast for Bank Rate has been increased to 3.25% (from 3%). As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed LA

to LA monies should also be considered. Temporary borrowing rates will fall in line with Bank Rate cuts.

Link's suggested budgeted earnings rates for investments up to about three months' duration in each fiscal year are set out below.

Average earnings in each year	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

We will continue to monitor economic and market developments as they unfold. Typically, forecasts are reviewed following the quarterly release of the Bank of England's Monetary Policy Report but will consider our position on an ad hoc basis as required.

The interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels, albeit only once prevailing inflation concerns are addressed by restrictive near-term monetary policy. That is, Bank Rate remains relatively elevated in 2025 even if some rate cuts arise.

Against this background and the risks within the economic forecast, caution will be adopted with the 2025/26 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- It is currently estimated that there will be a fall in interest rates over the next two financial years, therefore external borrowing is only to be taken under the shortest available duration (one or two years) to avoid borrowing long-term at a high long-term cost to the Council.
Once borrowing rates have reached a lower, more manageable threshold when the treasury will consider taking a longer-term loan, resulting in a lower revenue cost to the authority for managing its levels of external debt.

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

3.5 Policy on Borrowing in Advance of Need

The Council is required to consider its policy concerning borrowing in advance of need.

It is considered that the additional costs inherent in carry debt held in advance of need against the advantages of fixing debt at the current rates and has determined that the policy is to borrow as close to the time of requiring funds as possible to prevent over-exposure to unnecessary interest rate costs to the revenue budget.

3.6 Rescheduling

Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate. At the current time it is felt that holding onto the current investments until capital values recover from the recent economic events is the best course of action to avoid capital losses on the original principle invested.

However, with the current high amount of long-term investment compared to short-term investment the treasury will consider rescheduling of any long-term investment should its capital value recover to the same value, or above the value of initial investment.

If rescheduling is to be undertaken, it will be reported to Full Council at the earliest meeting following its action.

3.7 New Financial Institutions as a Source of Borrowing and / or Types of Borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration will be made to possibly long-term borrow from other Local Authorities if borrowing rates/maturities are deemed more favourable. This would typically only apply to borrowing between 1-3 years as Local Authorities do not typically lend longer term to minimize unknown cashflow forecasting risk.

3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
Local Authorities	●	●
Pension Funds	●	●
Fire Authorities	●	●
Police Authorities	●	●
Internal (capital receipts & revenue balances)	●	●

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

The Ministry of Housing, Communities and Local Government (MHCLG) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team).

The Council’s investment policy has regard to the following: -

- MHCLG’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The Council’s investment priorities will be security first, portfolio liquidity second and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Council’s risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also retain long-term pooled fund investments (over twelve months) months with high credit rated financial institutions, whilst investment rates remain elevated to generate interest income to support the Council’s budget during difficult economic times. Capital values of long-term investments have been steadily recovering from a sharp fall since the start of the Ukraine-Russia war, however, at the current time the capital values are still lower than the value of original principle invested. Therefore, the treasury’s intention is to retain these investments for a further financial year and re-assess the possibility of divestment in future financial years once the capital values of shares have recovered further to prevent a loss to the Council through the early redemption of funds.

The above guidance from MHCLG and CIPFA places a high priority on the management of risk. This Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This Council has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix 5.4 under the categories of 'specified' and 'non-specified' investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally, they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of 10% to prevent treasury liquidity risks arising from administering of housing loans. This equates to a maximum amount of loan investment of £3.2m at any one time during the financial year as shown in the creditworthiness policy further in this document under "housing associations").
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in 4.2.
8. This Council will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
10. This Council has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2023/24 under IFRS 9, this Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. Subsequently, a further extension to the over-ride to **31.3.25** was agreed by Government.

However, this Council will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment

performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year.

The above criteria are primarily from last year; however, the Counterparty Limits will be amended to be based around the assumed maximum investment portfolio for the upcoming financial year.

4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

1. "watches" and "outlooks" from credit rating agencies.
2. CDS spreads that may give early warning of changes in credit ratings.
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will, therefore, use counterparties within the following durational bands:

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Council uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored bi-annually or upon alert from Link Treasury Advisors. The Council is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

- in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its passport website, provided exclusively to it by Link. Extreme market movements may result in the downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long-term rating where applicable)	Sector limit	Transaction/ Counterparty limit	Time limit
UK Government/DMADF	n/a	Unlimited	Unlimited	Unlimited
Local authorities	n/a	£11,000,000	£3,500,000	25 years
Other institutions limit	-	£3,200,000	£1,600,000	5 years
Banks	Yellow	Unlimited	£1,600,000	5 yrs
Banks	Purple	Unlimited	£1,600,000	2 yrs
Banks	Orange	Unlimited	£1,600,000	1 yr
Banks – part nationalised	Blue	Unlimited	£1,600,000	1 yr
Banks	Red	Unlimited	£1,600,000	6 mths
Banks	Green	Unlimited	£1,600,000	100 days
Banks	No Colour	Unlimited	£Xm	No investment
Limit 3 category – Authority's banker (where "No Colour")	n/a	Unlimited	£2,000,000	Unlimited
Housing associations	Colour bands	£3,200,000	£3,200,000	As per colour band
	Fund rating	Sector Limit	Transaction/ Counterparty limit	Time Limit
Money Market Funds	AA+	£22,400,000	£3,200,000	liquid
Strategic Pooled Funds	AA+	£25,600,000	£5,000,000	Redemption no more than 7 days
Covered Bonds	AA+	£25,600,000	£5,000,000	Redemption no more than 7 days

Creditworthiness.

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Council will not set a minimum rating for the UK as its Country of origin.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it

will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

4.3 Limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- a. **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being 10% of the total treasury management investment portfolio (to match the housing associations 10% limit in the table above).
- b. **Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA-** from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.6. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition:

- No funds will be invested with any non-UK country at any time.
- limits in place above will apply to a group of companies/institutions.
- sector limits will be monitored regularly for appropriateness.

4.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that the risks are relatively balanced between Bank Rate staying higher for longer, if inflation picks up markedly through 2025 post the 30 October 2024 Budget, or it may be cut quicker than expected if the economy stagnates. The economy only grew 0.1% in Q3 2024, but the CPI measure of inflation is now markedly above the 2% target rate set by the Bank of England's Monetary Policy Committee two to three years forward.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

Investment returns expectations.

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to fall to a low of 3.5%.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

At the current time, the treasury officers agree with this interest rate forecast from the treasury advisors.

For its cash flow generated balances, the Council will seek to utilise its Money Market Funds in order to benefit from the compounding of interest in the current economic climate.

Changes of investment strategy

The Council does not intend to make any major changes to its investment portfolio in 2025/26. With capital values on its long-term pooled fund investments still recovering from the economic downturn, re-diversifying the portfolio would lead to a loss to the Authority on the original principle invested.

It is therefore best to balance the additional increase in interest rates on the current investments with the borrowing costs of maintaining an adequate level of liquid cash until the capital value of the authorities pooled fund investments have recovered further.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end. This limit is calculated as the sector limits for strategic pooled funds plus housing associations as listed in the table above under creditworthiness.

The Council is asked to approve the following treasury indicator and limit:

Upper limit for principal sums invested for longer than 365 days (£m)			
	2024/25	2025/26	2026/27
Principal sums invested for longer than 365 days	£28,800,000	£28,800,000	£28,800,000
Current investments as at 30.11.24 in excess of 1 year maturing in each year	£20,000,000	£20,000,000	£20,000,000

4.5 Investment Performance / Risk Benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- There is a very small historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Liquid short-term deposits of at least £1m available with a week's notice.
- Weighted average life benchmark is expected to be 30 years, with a maximum of 50 years.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7-day SONIA compounded rate.
- Investments – external fund managers return above the 7-day SONIA compounded rate.

4.6 End of Year Investment Report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.7 External Fund Managers

£20m of the Council's funds is externally managed on a pooled basis.

The Authority's external fund manager(s) will comply with the Annual Investment Strategy. The agreement(s) between the Authority and the fund manager(s) additionally stipulate guidelines on duration and other limits in order to contain and control risk.

The Authority fully appreciates the importance of monitoring the activity and resultant performance of its appointed external fund manager. In order to aid this assessment, the Authority is provided with a suite of regular reporting from its manager. This includes online reporting portals, monthly statements from fund manager to allow treasury officers to see balances of the Council's investments and a year-end portfolio statement.

5 APPENDICES

1. Capital prudential and treasury indicators (additional)
2. Interest rate forecasts
3. Economic background
4. Approved countries for investments
5. Treasury management scheme of delegation
6. The treasury management role of the section 151 officer

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2025/26 – 2027/28

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Capital Expenditure

From section 2.1:

Capital expenditure £m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Approved Capital Programme	13.766	37.723	16.721	8.518	1.700
Capital Bids to be Reviewed	-	-	2.151	0.343	-
Total	13.766	37.723	18.872	8.861	1.700

5.1.2 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs), against the net revenue stream.

From section 2.2. using forecasted MRP projections, the below tables show the expected trend in the cost of capital (borrowing and other long-term obligation costs net of investment income), against the net revenue stream:

Table a. Ratio of Financing Costs to Net Revenue Stream based on current Capital Programme:

£m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Less MRP	0.474	0.507	0.527	0.563	0.581
Expected Net Revenue Stream (General Fund)	25.087	25.993	19.189	19.382	18.780
% Ratio of Financing Costs to Net Revenue Stream	0.019%	0.020%	0.027%	0.029%	0.031%

Table b. Ratio of Financing Costs to Net Revenue Stream if all new capital bids approved:

£m	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
MRP	0.474	0.507	0.527	0.625	0.655
Expected Net Revenue Stream (General Fund)	25.087	25.993	19.189	19.382	18.780
% Ratio of Financing Costs to Net Revenue Stream	0.019%	0.020%	0.027%	0.032%	0.035%

The estimates of financing costs include current commitments and the proposals in this budget report.

5.2 INTEREST RATE FORECASTS 2024-2027

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

PWLB forecasts are based on PWLB certainty rates.

5.3 ECONOMIC BACKGROUND (to 30th September 2024)

- The third quarter of 2024 (July to September) saw:
- GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q)
- A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July.
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August.
- Core CPI inflation increasing from 3.3% in July to 3.6% in August.
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting.
- 10-year gilt yields falling to 4.0% in September.
- The economy's stagnation in June and July points more to a mild slowdown in GDP growth than a sudden drop back into a recession. Moreover, the drop in September's composite activity Purchasing Managers Index, from 53.8 in August to 52.9, was still consistent with GDP growth of 0.3%-0.4% for the summer months. This is in line with the Bank of England's view, and it was encouraging that an improvement in manufacturing output growth could be detected, whilst the services PMI balance suggests non-retail services output grew by 0.5% q/q in Q3. Additionally, the services PMI future activity balance showed an uptick in September, although readings after the Chancellor's announcements at the Budget on 30th October will be more meaningful.
- The 1.0% m/m jump in retail sales in August was stronger than the consensus forecast for a 0.4% m/m increase. The rise was reasonably broad based, with six of the seven main sub sectors recording monthly increases, though the biggest gains came from clothing stores and supermarkets, which the ONS reported was driven by the warmer-than-usual weather and end of season sales. As a result, some of that strength is probably temporary.
- The Government's plans to raise public spending by around £16bn a year (0.6% GDP) have caused concerns that a big rise in taxes will be announced in the Budget, which could weaken GDP growth in the medium-term. However, if taxes are raised in line with spending (i.e., by £16bn) that would mean the overall stance of fiscal policy would be similar to the previous government's plan to reduce the budget deficit. Additionally, rises in public spending tend to boost GDP by more than increases in taxes reduce it. Our colleagues at Capital Economics suggest GDP growth will hit 1.2% in 2024 before reaching 1.5% for both 2025 and 2026.
- The further easing in wage growth will be welcomed by the Bank of England as a sign that labour market conditions are continuing to cool. The 3myy growth rate of average earnings fell from 4.6% in June to 4.0% in July. On a three-month annualised basis, average earnings growth eased from 3.0% to 1.8%, its lowest rate since December 2023. Excluding bonuses, the 3myy rate fell from 5.4% to 5.1%.
- Other labour market indicators also point to a further loosening in the labour market. The 59,000 falls in the alternative PAYE measure of the number of employees in August marked the fourth fall in the past five months. And the 77,000 decline in the three months to August was the biggest drop since November 2020. Moreover, the number of workforce jobs fell by 28,000 in Q2. The downward trend in job vacancies continued too. The number of job vacancies fell from 872,000 in the three months to July to 857,000 in the three months to August. That leaves it 34% below its peak in May 2022, and just 5% above its pre-pandemic level. Nonetheless, the Bank of England is still more concerned about the inflationary influence of the labour market rather than the risk of a major slowdown in labour market activity.

- CPI inflation stayed at 2.2% in August, but services inflation rose from a two-year low of 5.2% in July to 5.6%, significantly above its long-run average of 3.5%. Food and fuel price inflation exerted some downward pressure on CPI inflation, but these were offset by the upward effects from rising furniture/household equipment inflation, recreation/culture inflation and a surprisingly large rise in airfares inflation from -10.4% in July to +11.9% in August. As a result, core inflation crept back up from 3.3% to 3.6%. CPI inflation is also expected to rise in the coming months, potentially reaching 2.9% in November, before declining to around 2.0% by mid-2025.
- The Bank initiated its loosening cycle in August with a 25bps rate cut, lowering rates from 5.25% to 5.0%. In its September meeting, the Bank, resembling the ECB more than the Fed, opted to hold rates steady at 5.0%, signalling a preference for a more gradual approach to rate cuts. Notably, one Monetary Policy Committee (MPC) member (Swati Dhingra) voted for a consecutive 25bps cut, while four members swung back to voting to leave rates unchanged. That meant the slim 5-4 vote in favour of a cut in August shifted to a solid 8-1 vote in favour of no change.
- Looking ahead, CPI inflation will likely rise in the coming months before it falls back to its target of 2.0% in mid-2025. The increasing uncertainties of the Middle East may also exert an upward pressure on inflation, with oil prices rising in the aftermath of Iran's missile attack on Israel on 1 October. China's recent outpouring of new fiscal support measures in the latter stages of September has also added to the upshift in broader commodity prices, which, in turn, may impact on global inflation levels and thus monetary policy decisions. Despite these recent developments, our central forecast is still for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This is in line with market expectations, however, although a November rate cut still looks likely, December may be more problematic for the Bank if CPI inflation spikes towards 3%. In the second half of 2025, though, we think a more marked easing in inflation will prompt the Bank to speed up, resulting in rates eventually reaching 3.0%, rather than the 3.25-3.50% currently priced in by financial markets.
- Our forecast is next due to be updated around mid-November following the 30 October Budget, 5 November US presidential election and the 7 November MPC meeting and the release of the Bank of England Quarterly Monetary Policy Report.
- Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank's August rate cut signalled the start of its loosening cycle. Following the decision to hold the Bank Rate at 5.0% in September, the market response was muted, with the 10-year yield rising by only 5bps after the announcement. This likely reflected the fact that money markets had priced in a 25% chance of a rate cut prior to the meeting. The yield had already increased by about 10bps in the days leading up to the meeting, driven in part by the Fed's "hawkish cut" on 18 September. There is a possibility that gilt yields will rise near-term as UK policymakers remain cautious due to persistent inflation concerns, before declining in the longer term as rates fall to 3.0%.
- The FTSE 100 reached a peak of 8,380 in the third quarter of 2024, but its performance is firmly in the shade of the US S&P500, which has breached the 5,700 thresholds on several occasions recently. Its progress, however, may pause for the time being whilst investors wait to see who is elected the next US President, and how events in the Middle East (and Ukraine) unfold. The catalyst for any further rally (or not) is likely to be the degree of investors' faith in AI.

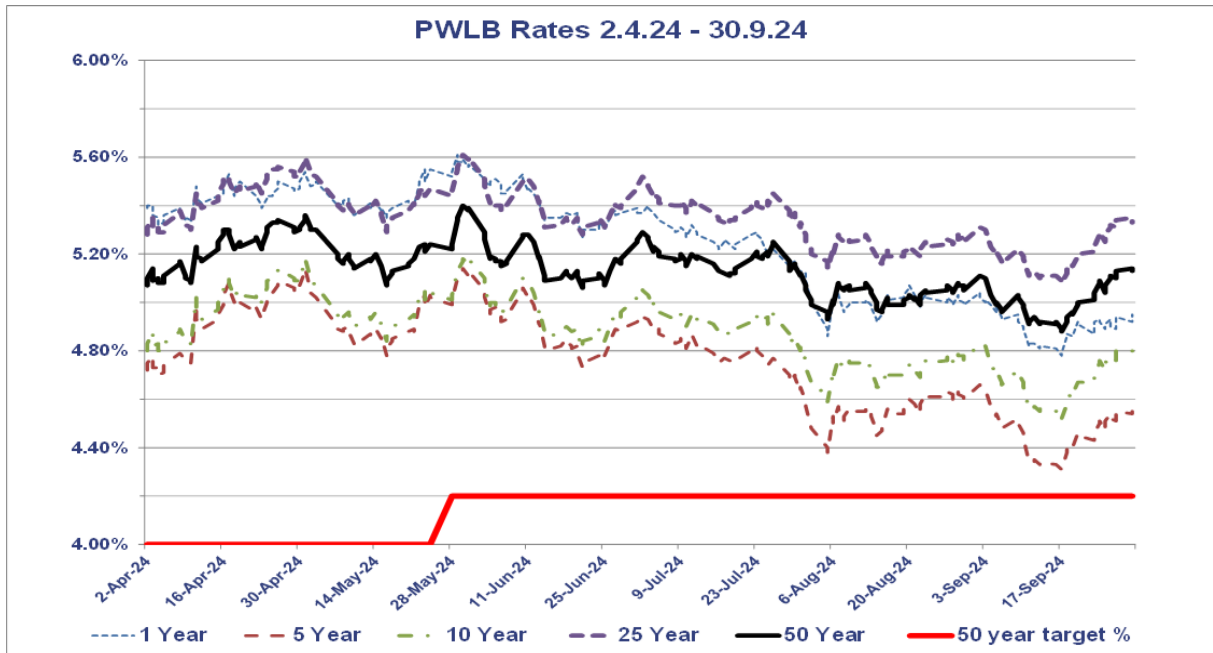
MPC meetings history: 9 May, 20 June, 1 August, 19 September, 7 November 2024

- On 9 May, the Bank of England's Monetary Policy Committee (MPC) voted 7-2 to keep Bank Rate at 5.25%. This outcome was repeated on 20th June.

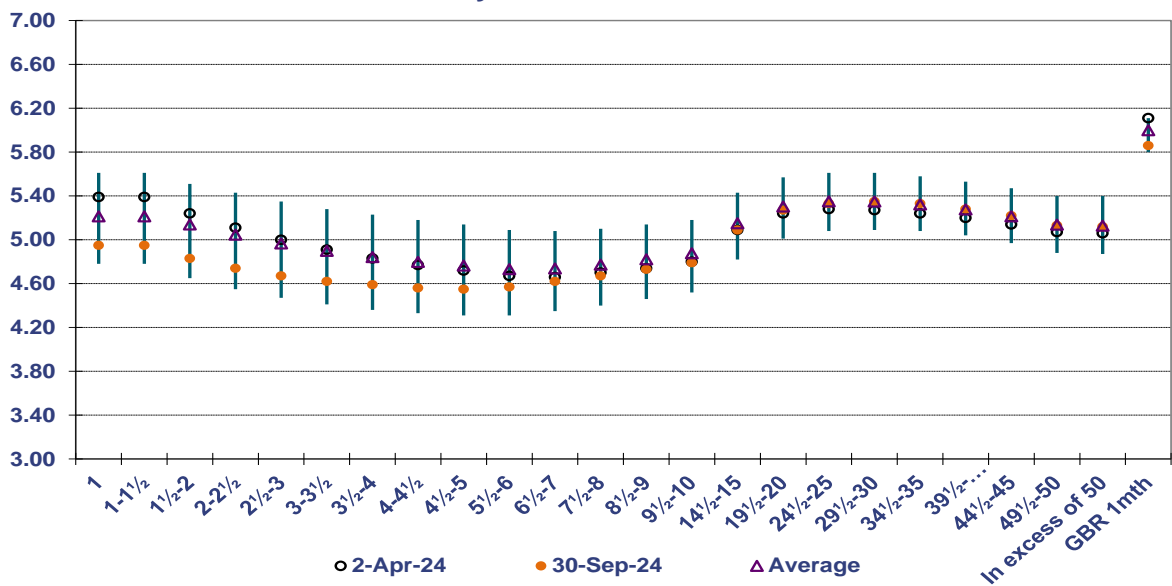
- However, by the time of the August meeting, there was a 5-4 vote in place for rates to be cut by 25bps to 5%. However, subsequent speeches from MPC members have supported Governor Bailey’s tone with its emphasis on “gradual” reductions over time.
- Markets thought there may be an outside chance of a further Bank Rate reduction in September, following the 50bps cut by the FOMC, but this came to nothing.
- November then saw a rate cut to 4.75% (down 0.25%) but, hereafter, inflation and employment data releases, as well as geo-political events, are likely to be the determinant for what happens in the remainder of 2024/25 and into 2025/26.

In the chart below, despite a considerable gilt market rally in mid-September, rates started and finished the six-month period under review in broadly the same position.

PWLB RATES 02.04.24 - 30.09.24



PWLB Certainty Rate Variations 2.4.24 to 30.9.24



HIGH/LOW/AVERAGE PWLB RATES FOR 02.04.24 – 30.09.24

	1 Year	5 Year	10 Year	25 Year	50 Year
02/04/2024	5.39%	4.72%	4.80%	5.28%	5.07%
30/09/2024	4.95%	4.55%	4.79%	5.33%	5.13%
Low	4.78%	4.31%	4.52%	5.08%	4.88%
Low date	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.14%	5.18%	5.61%	5.40%
High date	29/05/2024	01/05/2024	01/05/2024	01/05/2024	01/05/2024
Average	5.21%	4.76%	4.88%	5.35%	5.14%
Spread	0.83%	0.83%	0.66%	0.53%	0.52%

5.4 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

Based on lowest available rating (as at 25.11.24)

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Qatar

AA-

- Belgium
- France
- **U.K.**

5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council:

- Receiving and reviewing reports on treasury management policies, practices and activities.
- Approval of annual strategy.
- Budget consideration and approval.

(ii) Cabinet:

- Approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- Approval of the division of responsibilities.
- Receiving and reviewing regular monitoring reports and acting on recommendations or to make further recommendation to Full Council.
- Approving the selection of external service providers and agreeing terms of appointment.

(iii) Overview & Scrutiny Committee

- Reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- Receiving and reviewing regular monitoring reports and making recommendations to Cabinet.

5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- submitting regular treasury management policy reports.
- submitting budgets and budgets variations.
- receiving and reviewing management information reports.
- reviewing the performance of the treasury management function.
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- ensuring the adequacy of internal audit and liaising with external audit.
- recommending the appointment of external service providers.
- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe.
- ensuring that the Capital Strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the Authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the Authority does not undertake a level of investing which exposes the Authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by the Authority
- ensuring that the Authority has adequate expertise, either in house or externally provided, to carry out the above

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Capital Strategy 2025-26	
Executive Summary	This report sets out the Council's Capital Strategy for the year 2025-26. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
Options considered	This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
Consultation(s)	Section 151 Officer
Recommendations	To recommend to Full Council that the Capital Strategy 2025/26 is approved.
Reasons for recommendations	The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
Background papers	CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition). CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).

Wards affected	All
Cabinet member(s)	Cllr. Lucy Shires
Contact Officer	Daniel King Assistant Director Finance & Assets Daniel.king@north-norfolk.gov.uk

1 Purpose of the report

- 1.1 The CIPFA *Prudential Code for Capital Finance in Local Authorities 2021* and *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021 Edition* require Local Authorities to publish a Capital Strategy each year. Under the provisions of the Local Government Act 2003, Local Authorities are required to operate within the guidance of the Prudential Code (the Code) with regard to capital investment decisions.

2 Introduction & Background

- 2.1 This Capital Strategy sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

3 Proposals & Options

- 3.1 Sections 5 – 9 of this report outline the Council's full Capital Strategy for the 2025/26 financial year.

4 Corporate Priorities

- 4.1 The Corporate Plan sets out what the Council intends to do between 2023 and 2027. It focuses on five priorities which will influence how we move forward:

- Our Greener Future
- Developing Our Communities
- Meeting Our Housing Needs
- Investing In Our Local Economy & Infrastructure
- A Strong, Responsible & Accountable Council

The Council's capital works can be used to help deliver these priorities.

5 Capital Expenditure

- 5.1 All capital projects are considered and prioritised as part of the Council's overall budget process, with affordability in relation to the Medium-Term Financial Strategy (MTFS) being a key consideration. The revenue implications and funding of any approved bids are included within the Council's revenue budget forecasts to identify the resultant effects on future Council Tax levels.

- 5.2 The business case and options appraisal methodology are applied to all significant projects (those with a capital cost of over £50,000). The options appraisal should be undertaken by the relevant manager (project leader) initially.
- 5.3 The business case considers the full options appraisal as evidence to support the recommended option as required. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost.
- 5.4 Projects that generate future income streams for the Council, for example industrial estates and other Commercialisation projects are also viewed positively within the evaluation process. The Asset Management Plan framework helps to identify these assets in order to ensure the revenue implications are again fully accounted for in the decision-making process for the disposal of assets.
- 5.5 The Current approved Capital Programme can be found as part of the Council's Outturn Report 2023/24 to Cabinet 24 July 2024 (Appendices D & E).

6 Medium- and Long-Term Funding Strategy

- 6.1 There are a number of sources of funding available to the Council for capital schemes (capital grants/contributions, capital receipts, borrowing etc). Revenue funding is also available via a Revenue Contribution to Capital Outlay (RCCO); however it should be noted that the scope for using revenue resources for capital purposes is limited.
- 6.2 The current Capital Programme is funded from grants and contributions, capital receipts from the disposal of assets and from the Council's own reserves, internal and external borrowing. Whilst capital funding is available to invest in new assets or in improving existing assets, the impact on the revenue account due to the loss of investment income is always a key consideration.
- 6.3 The Council has access to short or long-term borrowing if required to finance capital expenditure. Although business cases for new capital projects are modelled on the assumption that borrowing will be required (to reflect a 'worst case scenario' in terms of cost), the decision to borrow externally is ultimately a treasury one and is made closer to the time when expenditure is actually incurred, taking into account available cash balances, the opportunity cost of investments, and the exposure to interest rate and credit risks.
- 6.4 It is a requirement of the CIPFA code that the Council considers alternative means of financing if required. The Council is aware of the opportunities that may be realisable through a Private Finance Initiative (PFI). The Procurement Strategy includes guidance on appraising Private Public Partnerships in the context of service delivery and emphasises that obtaining 'value for money' means choosing the optimum combination of whole life costs and benefits to meet the customer's requirements. This is not necessarily the lowest initial price option and requires an assessment of the ongoing revenue/resource implications as well as initial capital investment.

6.5 The Council recognises the importance of attracting ‘new money’ into the district and wherever possible supports match funding requests. When identifying and planning new schemes, the Council will try to maximise all external sources of finance without reducing the effectiveness of the scheme.

7 Asset Management and Commercial Activities

7.1 The Council has a diverse range of land and property held to meet its Corporate Objectives and values as outlined in the Council’s Corporate Plan. Land and property assets can play a key role in reducing Council budget deficits and generating both capital and revenue income. The Council can use its assets more effectively to meet tough financial targets both through reducing costs and generating income.

7.2 In the main the Council will adopt a “buy and hold” strategy for property investments. This is where the Council purchases an asset and lets it to generate revenue income, whilst retaining it for the long term. A long-term investment is considered to be of 10 years and over. Whilst it cannot be guaranteed, in the long term a good overall rate of return is anticipated allowing for a cyclical property market.

7.3 In terms of development opportunities, the Council may seek to “buy and hold” assets for the medium term where it sees a strategic advantage of doing so, for example land assembly for town center regeneration or acquiring land to develop in a phased approach to minimise risk of oversupply and for cash flow purposes.

7.4 The Council may also seek to “buy and sell on” an asset in the short to medium term of between 1 – 5 years. For example, where there is opportunity to secure good terms or a low price enabling a surplus to be made from a sale or redevelopment.

7.5 Further information can be found in the Council’s Land and Property Acquisition Policy.

7.6 The Council seeks to achieve a spread of risk across a greater number of assets and by acquiring properties across the range of commercial property types, including: retail, leisure/tourism, office and industrial assets.

7.7 The Council has a small portfolio of commercial assets to rent within the district. These are identified within the Asset Management Plan as being held by the Council primarily for the purpose of generating income to support the Councils, revenue and capital budgets. Whilst generating income, returns and financial independence to support the delivery of services, there are a number of benefits to the Council, the community, tourist and business sector from the Council commercial portfolio including promoting strategic regeneration, increasing business rate and council tax income and supporting tourism.

7.8 Where assets are identified as being surplus to requirements and not achieving required financial or service delivery performance targets, they can be

considered for disposal to provide useable capital receipts, which can then be redirected to achieve the Council's objectives. Further information can be found in the Council's Disposal Policy.

7.9 The Council's Property Services Team has historically managed the Council property portfolio with support of the Finance team, Eastlaw and Economic Development. Different types of commercial property require different levels of resource to manage effectively. Business Centers with easy in and out terms, tend to be more management intensive due to the relatively high turnover of tenants, in comparison to the longer leases of industrial units, where typically tenants have responsibility for full maintenance/repairs and insuring.

7.10 Asset management undertaken includes:

- Rent collection and rent arrears management
- Service charge reviews and collection
- Building and grounds maintenance, testing of appliances and monitoring
- Tenant liaison
- Marketing and re-letting empty units
- Negotiating terms of rent reviews and new leases
- Expiry of leases, lease renewals and terminations
- Dilapidations

An increase to the portfolio will require additional resource to manage effectively which could be achieved by additional staff for internal management or appointing experienced commercial agents for external management. Assets held outside of the district would require external resource to manage the assets effectively. In the coming months, the Council will be undertaking surveys across its asset portfolio in order to identify areas for investment in terms of repairs and ongoing maintenance. This will inform future year's Revenue budgets and ensure the ongoing viability of the asset portfolio.

7.11 Successful delivery of the Council's vision for Capital investment relies on the skills and culture of the organisation being appropriate. Members, Statutory Officers, and those with decision making powers keep their relevant knowledge up to date through CPD schemes, workshops with treasury advisers and other relevant bodies and networking with other authorities to share best practice. Information is disseminated between parties within the organisation when appropriate.

8 Debt Management and MRP Statement

8.1 Where a local authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as the Minimum Revenue Provision (MRP). There has been no statutory minimum amount to be applied since 2008, although the Local Government Act 2003 does require authorities to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (revised April 2024)

- 8.2 The Guidance requires that the Council approve an Annual MRP Statement in advance of each financial year and identifies a number of options for calculation of a prudent provision for MRP. Whilst there are four alternative methods available for this calculation, only two apply to new borrowing under the Prudential system for which no Government support is being given, i.e. borrowing which is intended to be self-financed.
- 8.3 All Council decisions made in relation to capital expenditure will be reviewed on their own merits and the most equitable treatment will be introduced in respect of the financing of these schemes. For the purposes of existing schemes and those proposed for the coming financial years where borrowing has been assumed, the Council will be applying the Asset Life Basis (Option 3 under the MHCLG Guidance). This allows MRP to be charged to the revenue account across the estimated life of the assets that are being funded, in accordance with the regulations.

9 Prudential Indicators

- 9.1 Under the Prudential Code the Council is required to set and approve a range of performance indicators each year in line with the budget and Treasury Management Strategy, and to monitor them during the year. Under these arrangements local authorities are allowed to enter into borrowing to support capital spending as long as they are able to demonstrate that they can afford to do so.

9.2 *Authorised Limit for External Debt*

The Council has an integrated Treasury Management Strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council, and not just those arising from capital spending reflected in the CFR. The Council is required to set for the coming year and the following two financial years an authorised limit for its total gross external debt, separately identifying borrowing from other long-term liabilities. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Council. It is measured against all external debt items (i.e. long- and short-term borrowing, overdrawn bank balances and long-term liabilities). The indicator separately identifies borrowing from other long-term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved Treasury Management policy statement and practices. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Authorised limit for borrowing	25.000	40.000	40.000	40.000
Authorised limit for other long-term liabilities	0.000	3.000	3.000	3.000

Authorised limit for external debt	25.000	40.000	40.000	40.000
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9.3 Operational Boundary for External Debt

The Council is required to set for the forthcoming financial year and the following two financial years an operational boundary for its total external debt, excluding investments, separately identifying borrowing from other long-term liabilities. The Operational Boundary is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst-case scenario, and without the additional headroom included within the Authorised Limit for unusual cash movements.

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Operational boundary for borrowing	15.000	30.000	30.000	30.000
Operational boundary for other long-term liabilities	0.000	0.000	0.000	0.000
Operational boundary for external debt	15.000	30.000	30.000	30.000

9.4 Capital Expenditure

Local Authorities are required by the Prudential Code to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax. The Council is required to make reasonable estimates of the total capital expenditure that it plans to incur during the forthcoming year and at least the following two financial years. Below includes the breakdown of the approved capital programme and the capital bids to be reviewed as part of the current year cycle.

	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Approved Capital Programme	13.766	37.723	16.721	8.518	1.700
Capital Bids to be Reviewed	-	-	2.151	0.343	-
Total	13.766	37.723	18.872	8.861	1.700

Please note that in the following section (9.5 – 9.6) it has been assumed the capital bids are to be taken for the purposes of the representation of the capital financing requirement, and the proportion of financing costs to net revenue stream.

9.5 Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing. The Council is required to make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years as shown in the table below. The total CFR indicated in the

table relates in part to vehicles and equipment used on the Council's refuse and car park management contracts. These are recognised under IFRS accounting regulations which require equipment on an embedded finance lease to be recognized on the balance sheet. The CFR takes into consideration the Cabinet decision to provide loan advances to Registered Providers under the Local Investment Strategy. Although initially this will increase the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years. This is a key indicator for prudence. In order to ensure that over the medium-term debt will only be used for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	2023/24 Actual	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget
Capital Financing Requirement	17.474	20.995	23.066	23.293	23.099
Minimum Revenue Provision	0.474	0.507	0.527	0.576	0.594

Financing of Capital Expenditure	2023/24 Actual	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget
Capital receipts	0.470	3.395	0.802	0.610	0.300
Capital grants	7.846	25.746	14.373	7.148	1.000
Capital contributions	1.035	2.127	0.799	0.300	0.000
Reserves	1.455	2.427	0.300	0.000	0.000
Revenue Contribution to Capital Outlay	0.100	0.000	0.000	0.000	0.000
Borrowing	2.860	4.028	2.598	0.803	0.400
Total	13.766	37.723	18.872	8.861	1.700

9.6 *Proportion of Financing Costs to Net Revenue Stream*

The Council is required to estimate for the following financial year and the following two years the proportion of financing costs to net revenue stream. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code and is based on the costs net of investment income.

	2023/24 Actual	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget
Financing cost (net)	0.474	0.507	0.527	0.625	0.655
Net Revenue Stream		25.993	19.189	19.382	18.780
Ratio	0.019%	0.020%	0.027%	0.032%	0.035%

10 Links to other Strategies and Plans

- 10.1 The Council has fully integrated its Capital Strategy as part of its strategic financial planning process and this policy influences both the production of the MTFs and the capital and revenue budget planning process. The Strategy is also linked to the other main asset related policies, namely the Asset Management Plan, the Land and Property Acquisition Policy, the Commercial Property Strategy, the Land and Property Disposals Policy.
- 10.2 The Treasury Management Strategy details the Council's treasury management arrangements to manage the Council's cash flow, including the anticipated use of reserves, so as to maximise income from investments and minimise interest payments on borrowing, whilst minimising the risk to the Council's assets. This Strategy can influence the potential receipts available for funding capital and will also directly inform any borrowing decisions for capital purposes.
- 10.3 The Procurement Strategy seeks to ensure that Value for Money is achieved in all of the Council's procurement decision-making activities and systems. The guidance should be applied by all Officers in conjunction with the requirements incorporated within the Council's Contract Standing Orders and Financial Regulations and has great relevance to preparing capital bids.
- 10.4 The Capital Strategy is also aligned with the Risk Management Strategy, and managers are required to consider risk when completing the standard business case pro-forma.

11 Financial and Resource implications

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

Comments from the S151 Officer:

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

12 Legal Implications

- 12.1 None as a direct consequence of this report.

Comments from the Monitoring Officer

Whilst there are no specific legal or governance comments. It is noted that this is a necessary financial report to comply with the CIPFA Code of Practice.

13 Risks

13.1 Any financial risks or implications are included within the content of the report.

14 Net Zero Target

14.1 None as a direct consequence of this report.

15 Equality, Diversity & Inclusion

15.1 None as a direct consequence of this report.

16 Community Safety issues

16.1 None as a direct consequence of this report.

17 Conclusion and Recommendations

17.1 It is recommended that Full Council approves the Capital Strategy 2025/26 to ensure the Council is compliant with the Prudential Codes.

Council Tax Discounts & Premiums Determination 2025-26	
Executive Summary	This report sets out the proposed level of council tax discounts which shall apply to classes of dwelling for the financial year 2025-26.
Options considered.	The recommendations take advantage of the options from the reforms included in the Local Government Finance Act 2012 as amended to incentive homes back into use and generate council tax income.
Consultation(s)	<p>The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2025/26 will be made on the assumption that the determinations recommended below will apply.</p> <p>In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.</p>
Recommendations	<p>Recommend to Full Council that under Section 11A of the Local Government Finance Act 1992 and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers that:</p> <ol style="list-style-type: none"> 1) The discounts for the year 2025-26 and beyond are set at the levels indicated in the table at paragraph 3.1. 2) To continue to award a local discount of 100% in 2025-26 for eligible cases of hardship under Section 13A of the Local Government Finance Act 1992 (as amended). See the associated policy in Appendix B. 3) That an exception to the empty property levy charges may continue to be made by the Revenues Manager in the circumstances laid out in section 4.2 of this report. 4) The long-term empty-property premiums for the year 2025-26 (subject to the empty premium exceptions shown in Appendix C) are set at the levels indicated in the table at paragraph 4.2 5) To continue to award a local discount of 100% in 2025-26 for eligible cases of care leavers under Section 13A of the Local Government Finance Act 1992 (as amended). 6) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 2.1 of this

	<p>report.</p> <p>7) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.</p> <p>8) A new second homes premium of 100% as detailed in paragraph 4.3 (subject to the second home premium exceptions shown in Appendix C) is applied from 1 April 2025.</p>
Reasons for recommendations	To set appropriate council tax discounts and premiums which will apply in 2025-26 and to raise council tax revenue.
Background papers	Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount and have premiums in relation to certain types of properties.

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

Links to key documents:	
Corporate Plan:	Strong Responsible & Accountable Council.
Medium Term Financial Strategy (MTFS)	The discounts and premiums approved by Members will be used for calculating the tax base used in the budget setting and is part of the Medium-Term Finance Strategy.
Council Policies & Strategies	Budget Setting & Medium-Term Finance Strategy.

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	October 2022, Council Tax Discounts & Premiums Determination 2023-24 and 2024/25.

1. Purpose of the report

This report sets out the proposed level of council tax discounts which shall apply to classes of dwelling for the financial year 2025-26.

2. Introduction & Background

- 2.1 All billing authorities can reduce or end the nationally set 50% council tax discount for second homes. The exception to this rule is that billing authorities cannot change the discount for second homes of people who are liable for council tax on dwellings provided by an employer, i.e., tied accommodation, as established under regulation 6 of the Council Tax (prescribed classes of dwellings) (England) Regulations 2003.
- 2.2 It is for the billing authority to determine whether changes on discounts apply to all or parts of its area. An area can be as small as one property (provided it can be defined geographically) and different discounts can apply in different parts of the area.
- 2.3 Properties that are classed as Second Homes (those that are unoccupied and unfurnished) can attract a premium on their Council Tax from 1 April 2025, which is currently 100% of the charge subject to premium exceptions shown in Appendix C.
- 2.4 Properties that are classed as Long-Term Empty (those that have not been occupied for a period of 12 months) can attract a premium on their Council Tax, which is currently 100% of the charge.
- 2.5 The Council also has powers under Section 13A of the Local Government Finance Act 1992 (as amended) to introduce discounts to particular taxpayers.
- 2.6 Since April 2013 North Norfolk District Council (as a billing authority) has had additional powers to vary the levels of council tax discount offered in the District. Reductions in the discounts offered or increases in the premiums charged will generate additional revenue for both the District Council and major preceptors.

3. Current Discounts and Premiums Proposed for 2025-26

- 3.1 The table below details the existing discounts which the Council has in place. This report proposes these discount levels remain the same for 2024-25.

Class	Description	2024/25 Discount	Proposed Discount from 1st April 2025
Class A	Dwellings which are not the sole or main residence, are furnished, but their continuous occupation is restricted by planning regulations to less than 28 days a year.	10% Discount	10% Discount
Class B	All other dwellings which are not the sole or main residence, are furnished, and their continuous occupation is not restricted by planning regulations to less than 28 days a year.	No Discount	No Discount

Class C	All dwellings which are unoccupied and substantially unfurnished.	No Discount	No Discount
Class D	Dwellings that are unoccupied and unfurnished and: <ul style="list-style-type: none"> • require or are undergoing major repair to make them habitable. • are undergoing structural alteration. • have undergone major repair work to render them habitable, if less than six months have elapsed since the date on which the alteration was substantially completed, and the dwelling has continuously remained unoccupied and unfurnished since that date 	50% Discount	50% Discount

Class D Discount

The number of properties affected by the Class D discount was low in 2021 and 2022 as shown in the table below, however numbers are starting to increase as can be seen for 2023 and 2024. The pre 2017 numbers before the discount was removed (circa 100 to 150). The cost of applying this discount is not considered material for the Council at the current property numbers and level of properties can be reviewed annually when reviewing the discounts levels set to ensure the discount remains affordable. To put this into context the Council collects council tax from circa 56,000 properties.

Band	2021	2022	2023	2024
A	-	4	15	11
B	3	3	13	7
C	-	4	11	20
D	2	1	7	12
E	4	2	6	11
F	1	-	6	7
G	1	-	1	5
H	-	-	0	1
Total	11	14	59	74

This report proposes to continue the 50% discount level is applied for 2024-25.

- 3.2 In 2022-23 the Council introduced a new discount under Section 13A of the Local Government Finance Act 1992 (as amended) to give 100% relief to those experiencing hardship. It is proposed that this discretionary reduction and associated policy and application process remains in place for 2025-26. There were none awarded as of October 2024 when the CTB1 Government Return was completed.

4. Empty Homes Premium and Section 13A Discounts

- 4.1 Between 2013 and 2019 the Council has charged the maximum premium of on top of the usual 100% charge on long term empty properties i.e., those that have been empty continuously for 24 months or more.

The Council currently has the legal powers to increase the levy premium level anywhere from 50% to 100%, which would effectively mean a 200% charge on qualifying properties. This has been in place since the 2019/20 financial year. In the 2020/21 financial year, the Council introduced a levy of 200% on properties unoccupied for longer than 60 months (5 years), and in the 2021/22 financial year a levy of 300% was introduced on properties that had been empty for 120 months (10 years).

Levelling-up and Regeneration Bill

The Levelling-up and Regeneration Bill (introduced in the Queen’s Speech in May 2022) became an Act of Parliament it gave additional powers to the Council to reduce the number of months from 24 months to 12 months to apply the empty property premium. There are currently circa 150 of these empty homes in the North Norfolk area.

In the 2024/25 financial year the council introduced a levy of 100% on properties unoccupied for longer than 12 months.

- 4.2 The table below details the existing premiums which the Council has in place currently and this report proposes these discount levels remain the same for 2025-26. The premium is the amount above the existing 100% council tax charge, so for example a long-term empty property which has been empty for longer than 12 months will pay council tax at a 200% level (double the normal level).

Description (long-term empty property premium to be added to 100% council tax charge)	2024/25 Premium	Proposed Premium from 1st April 2025
Long term empty properties that have been empty for a consecutive period of longer than 12 months	100% premium	100% premium
Long term empty properties that have been empty for a consecutive period of longer than 24 months	100% premium	100% premium
Long term empty properties that have been empty for a consecutive period of longer than 60 months	200% premium	200% premium
Long term empty properties that have been empty for a consecutive period of longer than 120 months	300% premium	300% premium

The levy premium cannot apply to homes that are empty due to the occupant living in armed forces accommodation for job-related purposes, or to annexes being used as part of a main property.

Currently there are just over 150 properties that fall within the bracket of long-term empty properties longer than 24 months within North Norfolk, so this is viewed as a policy tool to encourage efficient use of available housing within the district.

Officers are aware there are cases where long term empty properties are undergoing significant renovations to bring them back into use. It is proposed that to continue to encourage this that the continued discretion be given to the Revenues Manager to allow exceptions to the Levy charge in these cases.

There are anticipated to only be a small number of qualifying properties in the District, so it is not considered to be a significant financial risk to the Council.

The Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 (“the 2003 Regulations”) has prescribed additional classes of dwellings in relation to which a billing authority may not make a determination to apply a higher amount of council tax on long-term empty homes. These empty property exceptions are shown in Appendix C and referred to in recommendation 4 above.

Second Home Premium.

- 4.3 The Levelling-up and Regeneration Bill proposes that billing authorities would have the power to charge a 100% premium on second homes.

The legislation requires a Billing Authority to make a determination at least one year before the beginning of a financial year to which it relates. Full Council made its determination on 22 November 2023, so the earliest the Council could potentially apply this premium is from 1 April 2025.

It is proposed that, the Council charges a 100% premium on second homes (council tax properties that are unoccupied and furnished) with effect from 1 April 2025.

The Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 (“the 2003 Regulations”) has prescribed additional classes of dwellings in relation to which a billing authority may not make a determination to apply a higher amount of council tax on dwellings occupied periodically (often referred to as second homes). The second home exceptions are shown in Appendix C and referred to in recommendation 8 above.

There are currently over 5,000 second homes in the North Norfolk area and we have estimated 35% of these will fall within one of these exceptions or will try to avoid paying the premium.

Care Leavers Discounts

- 4.4 The Council currently awards a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended). The costs of this are fully compensated by Norfolk County Council.

Classes of Property

- 4.5 The Regulations differentiate between classes of property as follows:
- “Class A” - properties are those which are not an individual’s sole or main residence, are furnished and have seasonal planning prohibition (i.e., preventing occupation for a continuous period of at least 28 days)
 - “Class B” - properties are those which are not an individual’s sole or main residence, are furnished and have no restrictions regarding occupation.

In effect Class A properties are second homes where occupancy is restricted for a period of at least 28 days a year where Class B properties have no restrictions on occupancy.

Formal Determinations

- 4.6 The Council must approve its determinations for each financial year. It should be noted that the schedule of Class “B” property discount exceptions shown in Appendix A and referred to in recommendation 7 above, is believed to include all dwellings potentially entitled to retain a discount for the year commencing 1 April 2025 for the reason stated. Under the wording of the 2003 regulations, changes cannot be made to the schedule once the determinations have been made. Should further properties be notified to the Council for inclusion in the list for exemptions, they may only be added when the determinations for 2026-27 are made for operation from 1 April 2026.

Corporate Plan Objectives

- 4.7 Local Homes for Local Need = Providing council tax discounts and premiums supports bringing homes back into use.
- 4.8 Financial Sustainability and Growth = Council tax premiums charged generate income to the Council and major preceptors to support financial sustainability.

5. Financial and Resource Implications

- 5.1 The discounts and premiums approved by Members will be used for calculating the tax base used in the budget setting and is part of the Medium-Term Finance Strategy.
- 5.2 The calculation of the tax base for 2025-26 will be made alongside the budget, based on the level of discounts and premiums approved by Members. The taxbase dictates the expected income to the Council from Council Tax in the following year. Any increase in discounts or decrease in premiums will reduce the taxbase, and therefore also income.

Comments from the S151 Officer:

The Council must approve its Determinations each year for the following financial year. The ones proposed in this report will provide a fair system that will encourage bringing homes back into use and will maximise income.

6. Legal Implications

- 8.1 This report does not raise any new legal implications.

Comments from the Monitoring Officer

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

7. Risks

7.1 This report does not raise any new risks.

8. Net Zero Target

8.1 This report does not raise any issues relating to Climate change.

9. Equality, Diversity & Inclusion

9.1 This report does not raise any new issues relating to equality and diversity.

10. Community Safety issues

10.1 This report does not raise any issues relating to Crime and Disorder considerations.

11. Conclusion and Recommendations

11.1 This report sets out the proposed level of council tax discounts and premiums which shall apply to classes of dwelling for the financial year 2025-26.

Recommend to Full Council that under Section 11A of the Local Government Finance Act 1992 and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers that:

- 1) The discounts for the year 2025-26 and beyond are set at the levels indicated in the table at paragraph 3.1.
- 2) To continue to award a local discount of 100% in 2025-26 for eligible cases of hardship under Section 13A of the Local Government Finance Act 1992 (as amended). See the associated policy in Appendix B.
- 3) That an exception to the levy charges may continue to be made by the Revenues Manager in the circumstances laid out in section 4.2 of this report
- 4) The premiums for the year 2025-26 (subject to the empty premium exceptions shown in Appendix C) are set at the levels indicated in the table at paragraph 4.2.
- 5) To continue to award a local discount of 100% in 2025-26 for eligible cases of care leavers under Section 13A of the Local Government Finance Act 1992 (as amended).
- 6) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 2.1 of this report.
- 7) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.
- 8) A new second homes premium of 100% as detailed in paragraph 4.3 (subject to the second home premium exceptions shown in Appendix C) is applied from 1 April 2025.

North Norfolk District Council
Reduction in Council Tax Discounts for Second Homes
Schedule of Class 'B' Property Exceptions for the year 2025/26

Dwellings described or geographically defined, which are judged not structurally capable of occupation all year around and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947.

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
Anne Stannard Way, Bacton			
710567	Arfrada, 3	Anne Stannard Way, Bacton, Norwich, Norfolk	NR12 0HX
Coast Road Chalet Park, Bacton			
786837	2	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710835	3	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710836	4	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710837	5	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710838	6	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710839	7	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710842	10	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710843	11	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710844	12	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710845	13	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710846	14	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710847	15	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710848	16	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
779924	17	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
780108	18	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710851	19	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710852	20	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
779958	21	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
779898	22	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710855	23	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
788091	24	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
781175	25	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
780613	26	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710860	28	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710861	29	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710862	30	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710863	31	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710864	32	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710865	33	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
786576	34	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
786468	35	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710868	36	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710869	37	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710870	38	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710871	39	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710873	41	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778948	42	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710874	43	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710833	45	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
787454	46	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710877	47	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710878	47A	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710879	48	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710880	49	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710881	50	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710882	51	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710883	52	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710884	53	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
786760	54	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710886	55	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710887	56	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710888	57	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710889	58	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710890	59	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710891	60	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710892	61	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710893	62	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710894	63	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
710895	64	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710897	65	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710896	66	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710898	67	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710899	68	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710900	69	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710901	70	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710902	71	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710903	72	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710904	73	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710905	74	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710906	75	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778525	76	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
788615	77	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
780201	78	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
784109	79	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710911	80	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
786758	81	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710914	83	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
785862	84	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710916	85	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710917	86	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710918	87	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710919	88	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

Mill Lane, Bacton

785171	Crest-O-Cliff	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HS
779428	Hydaway	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN
785217	Rest Haven	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN

New Zealand Way, Bacton

772331	2	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
770682	3	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
786839	4	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
773905	5	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762930	6	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763225	7	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763260	8	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762797	9	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW

Sea View Estate, Bacton

710648	Poppycott, 1	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710654	7	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710655	8	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710656	9	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710657	10	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710646	11	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710641	12	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710659	15	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710660	16	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710661	17	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710662	18	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710663	19	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710642	20	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710664	21	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710665	22	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710667	24	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710668	25	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710669	26	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710670	27	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710671	28	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710643	29	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710647	30	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710674	The Lookout, 33	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
760703	34	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710676	35	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710666	Brenholme, 36	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
Watch House Lane, Bacton			
710777	Falaig M Hara, 2	Watch House Lane, Bacton, Norwich, Norfolk	NR12 0HL
Abbots Way, Eccles-on-sea			
784251	Alouette	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
756512	Amberwood	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712403	Bennebroek	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712379	Freaneezy	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712380	Gaytime	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712404	Reviellie	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712392	St Ives	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712385	The Beach House	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712376	Tranquility	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712397	Tresco	Abbots Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
Beach Road, Eccles-on-sea			
715614	Braemar	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715608	Everne	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715634	Four Winds	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715626	Hillside	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715611	Idlehours	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715618	Lattice Chalet	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
761175	Lisfannon	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715622	Munden	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715630	Oasis	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715624	Sandilands	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715599	Sea Gulls	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715621	The Old Kit Bag	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715617	Wylaway	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715609	Y Not	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715605	You & I	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
Bush Drive, Eccles-on-sea			
712438	Aingarth	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712495	Badgers Set	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712473	Bali-Hai	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712496	Blue Bay	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712498	Cedar Wood	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712484	Dingly Dell	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712476	Dresden	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712493	Endways	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712506	Redwing	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712481	Sea Urchin	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
Church Lane, Eccles-on-sea			
712407	Appleby	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712429	Campana	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712410	Campanella	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
787408	Dunes Edge	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712417	Majorca	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712413	Marineville	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712421	Sandsend	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712424	Sea Whistles	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712425	Sunnyside	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712426	Sunray	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
Crowden Road, Eccles-on-sea			
712455	Argus	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
770505	Bung Ho	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712470	Cliff Royal	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712463	Sparetime	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712468	White Lodge	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712472	Zermatt	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
Hedgehog Walk, Eccles-on-sea			
712607	Orkney	Hedgehog Walk, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SZ
Bush Drive, Happisburgh			
752939	Bruins Rest	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724196	Flamingo	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724197	Fourwinds	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724198	Green Tiles	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724201	Holidays	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724202	Kirk-Cu-Brae	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
788831	Leisure Hour	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724204	Linden	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724205	Puffin	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724206	Samphire	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724208	Sand Castle	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724213	Slide Away	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724215	Surf Cottage	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
Cart Gap Road, Happisburgh			
724376	The Bungalow	Cart Gap Road, Happisburgh, Norwich, Norfolk	NR12 0QL
Doggetts Lane, Happisburgh			
061248	Romany, 5	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724137	10	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724143	Eastward Ho, 11	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724139	14	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724149	The Brambles, 16	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724144	Pershore, 17	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724141	O'Meara Bungalow	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724148	Sea Edge	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724147	Seadrift	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
Wroxham Way, Happisburgh			
724372	Haleholm, 42	Wroxham Way, Happisburgh, Norwich, Norfolk	NR12 0RX
Staithe Road, Hickling			
713184	The Bungalow	Staithe Road, Hickling, Norwich, Norfolk	NR12 0YW
Bureside Estate, Horning			
714003	1B	Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk	NR12 8JP
713987	15	Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk	NR12 8JP
Ferry View Estate, Horning			
062364	Cresta Cottage	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
713848	Waters Edge	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
Horning Reach, Horning			
714025	Bonnington	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714028	Jada	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714033	The Birches	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714037	The Bungalow	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
Brimbelow Road, Hoveton			
052371	Bure Banks	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014717	Bure Croft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059714	Bureway	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014730	Morlands	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014744	Summer Vale	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014745	Summer Vista	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
773269	Sunrest	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
714750	The Patch	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
058865	The Wherry	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774664	Willow Cabin	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
Horsefen Road, Ludham			
782444	Toad Hall	Horsefen Road, Ludham, Great Yarmouth, Norfolk	NR29 5QG

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
Thurne Dyke, Ludham			
713919	Churne	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA
713922	Thurne Mouth	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA
North East Riverbank, Potter Heigham			
788258	Bath Hurst, 51	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
057388	Patika Pa, 55	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
017103	The Rands, 56-56A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717071	The Nook, 57-58	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717073	Herongate, 59	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717074	Maisonette, 60	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
771303	Willow Creek, 61	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717020	Rosemary Cottage, 62	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717076	Broad View, 63	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717077	Tower View, 64	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
062509	65	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717078	Bullrush, 66	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
777522	Reedsmere, 67	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
759893	Pastime, 68	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
759646	Marsh View, 69	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717081	Heron Cottage, 70	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717082	Herwinia, 72	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
780694	Eastcote, 73	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717083	The Fens, 74	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717021	St Elmo, 75	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
773169	Sunnyside, 76	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
784087	Milldene, 76A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
762518	Up River, 77	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
755550	Rivendell, 79	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
759786	Primrose, 80	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
763336	Calypso, 82	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
759787	Silver Ley, 84	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
759643	St Clair, 85	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
779255	Melrose, 85A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717093	Millway, 85C	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717095	Jokers Wild, 86	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717106	Ambleside, 86B	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
784970	Dyde Down, 87	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717096	Manderley, 88	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717024	The Nest, 89	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
787848	Risdene, 90	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
777927	Fishers Haven, 90A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717009	Eveholme, 93	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
759806	Ellesmere, 96	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717040	Idleways, 97	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717101	Four Winds, 99A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717100	Tencholme, 99B	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717013	Highs Mill	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
North West Riverbank, Potter Heigham			
717005	Olken, 1	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715991	Toorak, 1B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715988	Tonga, 1C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715992	Royston, 1D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715993	Pot Pourri, 1E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715994	Sunflowers, 1F	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
754931	Joybelle, 1G	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715996	Summertime, 2A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715997	Fairway, 2B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715998	Dolphins, 2C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715999	Bluewaters, 2D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716000	Repps Reach, 2E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716001	Terre Nuove, 3A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716002	Cedar Lodge, 3B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717016	Rest Awhile, 4	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716003	The Bield, 4A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716004	Rania, 4B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
716008	Touchwood, 5A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716006	Leaside, 6	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717047	Pachelbel, 6	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717048	Little Quay, 7	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717049	River Rest, 8	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717019	Nine, 9	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717050	Downriver, 10	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717052	Burton Garth, 11	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717044	Wee Ben, 14	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
786381	Woodstock, 14A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
760184	Le Chalet, 15	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
760231	Mill View, 16	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779412	Kalinda, 19	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
059675	The Haven, 20	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
789048	The Rosary, 21	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
783477	Dutch Tutch, 22	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
760269	23	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
060391	Four Es, 24	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
770964	Moon River Cottage, 24A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
789273	Windy Ridge, 26	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
782100	River View, 27	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
780780	Vespers, 28	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
789471	Rand View, 29	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
773123	Ivydene, 30	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717067	Paddock Wood, 31	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717068	Thurnholme, 32	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
767419	37	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717051	Crystal Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
766222	Deekside	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
760276	Mands	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715989	Swan Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
788769	The Sanctuary	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715990	The Willows	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
777502	Thurne View	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

Clink Lane, Sea Palling

717969	Nutshell	Clink Lane, Sea Palling, Norwich, Norfolk	NR12 0UL
717970	Seaway	Clink Lane, Sea Palling, Norwich, Norfolk	NR12 0UL

The Marrams, Sea Palling

718116	Blackthorns	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718115	Brambledene	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718121	Cliffside	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718113	Duneside	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
758355	Hazeldene	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718112	Hillcroft	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718100	Kia Ora	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
061870	Meadow View	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718091	Oriel	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718109	Peddlers Peace	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718101	Sandy Lodge	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718098	Santa Monica	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718105	Sea Breezes	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718093	Sea Home	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718108	Splinters	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718111	Stanfield	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718094	The Halt	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718106	Timbers	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718117	Tiny Tots	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718110	Tramore	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718103	Tween Whyles	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
761287	Venta	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN
718107	Vi La Voer	The Marrams, Sea Palling, Norwich, Norfolk	NR12 0UN

Waxham Road, Sea Palling

718063	Grenut	Waxham Road, Sea Palling, Norwich, Norfolk	NR12 0UX
718065	The Little House	Waxham Road, Sea Palling, Norwich, Norfolk	NR12 0UX

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
018035	The Old School Apartment	Waxham Road, Sea Palling, Norwich, Norfolk	NR12 0UX
Seaview Crescent, Walcott			
724604	1	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724619	4	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724620	5	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724622	7	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724623	8	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724605	10	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724606	11	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724607	12	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724610	15	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724611	16	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724614	19	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724616	Sea Breeze, 20	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724618	22	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
779738	Blue Moon	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724625	Calm Seas	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724626	Golden Sands	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
724627	Sunnyside	Seaview Crescent, Ostend Road, Walcott, Norwich, Norfolk	NR12 0NL
Church Road, Waxham			
786509	Bide A Wee	Church Road, Waxham, Norwich, Norfolk	NR12 0DY



North Norfolk District Council's Council Tax Discretionary Reduction (Hardship Relief) Policy

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1. Purpose of Policy Document

- 1.1 This policy sets out the Council's approach to the awarding of discretionary reductions in respect of Council Tax liability. It has been designed to ensure that all customers making an application for a reduction are treated in a fair, consistent and equal manner.
- 1.2 This policy has been written to:
- Set guidelines for the factors that should be considered when making a decision to award or refuse an application.
 - Set out the delegated authority to award reductions in appropriate circumstances.
 - Advise how customers dissatisfied with the decision made, can appeal.
 - Safeguard the interest of the local taxpayers by ensuring that funds that are allocated for the award of reductions are used in the most effective and economic way.

2. Council Tax Discretionary Reduction Policy

2.1 Introduction

- 2.1.1 Councils have the power to reduce the amount of Council Tax a person has to pay to such an extent as they see fit. This includes the power to reduce an amount to nil and

may be exercised in relation to particular cases or by determining a class of property in which liability is to be reduced to an extent provided for by the determination. There is a cost to the Council in respect of any discretionary relief awarded and is met by the Council's collection fund.

2.2 Legislation

2.2.1 Council Tax discretionary reductions are included in Section 13A Local Government Finance Act 1992 as amended by Local Government Act 2003, section 76. Section 76 gives councils the authority to make a discretionary payment of Council Tax where it is satisfied that the taxpayer would sustain exceptional hardship if it did not do so.

2.3 North Norfolk District Councils Policy

2.3.1 North Norfolk District Council has not defined any specific class of property on which to award a section 13A discount.

2.3.2 Applications for a reduction will usually only be considered in individual cases where severe hardship or extenuating circumstances can be demonstrated.

2.3.3 Where an application is successful, the award will be paid/credited directly to the Council Tax account.

2.4 Criteria

2.4.1 Each application will be assessed on its individual merits. When assessing applications, the following considerations will be made:

- All applications are only intended as short-term assistance and awards will not extend beyond the current financial year and should not be considered as a way of reducing Council Tax liability indefinitely.
- Reductions-or remission will be the exception and not the rule.
- Council Tax discretionary reductions will not be awarded for any reason other than to reduce Council Tax liability.
- Reductions-are not to be granted in order to prevent recovery action being instigated by the Council or to stop bankruptcy proceedings commenced by the Council or any other body.
- The applicant must detail the reasons for the application, explaining the specific circumstances and any hardship being experienced.

- There must be evidence of hardship or personal circumstances that justifies a reduction in Council Tax liability. There is no definition in the legislation for 'hardship' and as the scheme is aimed at covering unforeseen events it is not possible to list precise criteria. Applications will be accepted on the basis that the applicant or household would suffer exceptional financial hardship if financial assistance were not given.

- Exceptional circumstances for hardship under the Council Tax regulations will usually be circumstances that are outside the control of the household and beyond normal risks faced by a household. The household must demonstrate that it has done all it can to mitigate those risks and is taking action to minimise them.
- The Council's finances allow for a reduction to be made and it is reasonable to do so in light of the impact on other Council Taxpayers.
- The Council Taxpayer (applicant) must be able to demonstrate that all reasonable steps have been taken to meet their full Council Tax liability prior to application including exploring entitlement to all other reliefs, discounts, exemptions, reductions, discretionary payments, and valuation office appeals.
- The Council Taxpayer (applicant) does not have access to other assets that could be realised and used to pay Council Tax.
- Application for a discretionary reduction should be one of last resort. Applicants will be expected to have explored and secured any lawful entitlement to other benefits, incomes, and reductions in preference to claiming for a reduction. This particularly includes an application for Council Tax Support.
- The liable person for an unoccupied domestic property must have made their best efforts to sell or let the property and not asked for an unreasonable rent or sale price and must show that to levy an empty Council Tax charge would cause them exceptional financial hardship.
- The Council's finances allow for a reduction to be made.
- The amount outstanding must not be the result of wilful refusal to pay or culpable neglect.

2.4.2 Discretionary reductions will be awarded for a short, fixed period depending on the nature and likely duration of the hardship. In all cases reductions will end in the following circumstances:

- At the end of a financial year

- There is a change of liable person.
- The Council Taxpayer enters any form of formal insolvency.
- The Council Taxpayer's financial circumstances significantly change.
- At the end of any fixed period notified to the Council Taxpayer at the time of the award

2.5 The Application

2.5.1 All applications should be made in writing or by completing the web form available on our web site. The form can be completed by an advocate/appointee or a recognised third party acting on their behalf and must contain the necessary information including a full financial statement. Postal application forms and any supporting information should be completed and returned to:

North Norfolk District
Holt Road
Cromer
Norfolk
NR27 9EN

2.5.2 It is the responsibility of the Council Taxpayer applying for a reduction provide sufficient information and documentary evidence to support their applications. If the Council Taxpayer applying does not, or will not, provide the required evidence; the application will still be considered, but only on the basis of the information and evidence provided. No costs will be borne by the Council in the provision of this evidence.

2.5.3 Further information may be requested to support an application. Where a request for further information is made information must be provided within 4 weeks. Failure to provide information within 4 weeks may lead to the refusal of the application unless good cause can be shown.

2.6. The Decision-Making Process

2.6.1 Upon receipt of a signed application and all supporting documentation /information a standard decision-making process will be followed:

- Initial applications will be checked by Revenues Team Leaders within 28 days of receipt of a signed application to ensure all supporting information / evidence has been included.
- Cases will then be forwarded to the Revenues Manager and the case presented at the next available panel hearing, and a decision made by the representatives attending the hearing.
- Once a decision has been approved the Council Taxpayer will be notified in writing of the decision within 28 days and revised Council Tax demand notices will be issued where applicable

- Whilst every effort will be made to meet the deadlines outlined above, failure by the Council to do so does not qualify the claimant for relief or any financial compensation.

2.7. Review of Decision

2.7.1 The Council will not accept a request from a Council Taxpayer for a re-determination of its decision unless further evidence can be provided.

- If a claimant is dissatisfied with refusal of their application, they may appeal to the Valuation Tribunal for England (VTE) either by completing the online appeal form at <https://www.valuationtribunal.gov.uk/>. You have two months to do this from the date of our reply.

The Valuation Tribunals contact details are.

Valuation Tribunal
3rd Floor
Crossgate House
Wood Street
Doncaster
DN1 3LL
Email: appeals@valuationtribunal.gov.uk
Telephone 0300 123 2035

2.8 Recovery of a Discretionary reduction Award

2.8.1 If a reduction is subsequently cancelled the amount will be withdrawn from the applicant's Council Tax account and will be payable as the Council Tax due under the regulations.

2.9 Fraud

2.9.1 The Council reserves the right to withdraw any reduction made under this scheme where fraud or error has occurred.

2.9.2 The Council reserves the right to withdraw any reduction where the applicant has failed to provide or has knowingly provided false or misleading information.

Appendix C

Exceptions to council tax Premiums

The Council Tax (Prescribed Classes of Dwellings and Consequential Amendments) (England) Regulations 2024 introduced the premium exceptions.

This regulation amends the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 (“the 2003 Regulations”) and prescribe additional classes of dwellings in relation to which a billing authority may not make a determination to apply a higher amount of council tax on long-term empty homes and/or dwellings occupied periodically (often referred to as second homes).

Some of the exceptions are time limited to 12 months and others run for as long as the dwelling meets the qualifying criteria. The regulation also makes necessary amendments to the Council Tax (Administration and Enforcement) Regulations 1992, the Council Tax (Demand Notices) (England) Regulations 2011 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, consequential on the introduction of the premium on second homes through section 80 of the Levelling-up and Regeneration Act 2023

Council Tax Premium Exceptions

Classes of Dwellings	Application	Definition
Class E	Long-term empty homes and second homes	Dwelling which is or would be someone’s sole or main residence if they were not residing in job-related armed forces accommodation.
Class F	Long-term empty homes and second homes	Annexes forming part of, or being treated as part of, the main dwelling.
Class G	Long-term empty homes and second homes	Dwellings being actively marketed for sale (12 months limit) The exception will end either when the 12- month period has ended, when the dwelling has been sold or when the dwelling is no longer actively marketed for sale. The council will determine: <ul style="list-style-type: none">• whether the dwelling is clearly advertised for sale.• whether the dwelling is being marketed at a fair market value.• whether there are any artificial barriers on the dwelling preventing sale; and• whether the owner is taking any other reasonable steps to market the dwelling for sale. The same owner may only make use of the exception for a particular dwelling marketed for sale once however, the exception may be used again for the same dwelling if it has been sold and has a new owner.
Class H	Long-term empty homes and second homes	Dwellings being actively marketed for let (12 months limit). The exception will end either when the 12-month period has ended, when the dwelling has been let or

		<p>when the dwelling is no longer actively marketed for let. The council will determine:</p> <ul style="list-style-type: none"> • whether the dwelling is clearly advertised for let. • whether the dwelling is being marketed at a fair market value. • whether there are any artificial barriers on the dwelling preventing letting; and • whether the owner is taking any other reasonable steps to market the dwelling for let. <p>The same owner may make use of the exception for dwellings marketed for let multiple times, however, only after the dwellings has been let for a continuous period of at least 6 months since the exception last applied.</p>
Class I	Long-term empty homes and second homes	Unoccupied dwellings which fell within exempt Class F and where probate has recently been granted (12 months from grant of probate/letters of administration).
Class J	Second homes only	Job-related dwellings. The exception will not apply to cases where someone chooses to have an additional property to be closer to work while having a family home elsewhere or where an individual is posted to a new location but maintain their previous address.
Class K	Second homes only	Occupied caravan pitches and boat moorings.
Class L	Second homes only	Seasonal homes where year-round, permanent occupation is prohibited, specified for use as holiday accommodation or planning condition preventing occupancy for more than 28 days continuously.
Class M	Long-term empty home only	Empty properties requiring or undergoing major repairs or structural alterations (12 months limit).

Discretionary Reduction

The dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will not be covered by the premium exceptions above. They will by default fall within the premium charge under Class B, so an agreement with Norfolk County Council and Office of the Police and Crime Commissioner for Norfolk would be needed to have this discretionary exception otherwise we would be liable to pay the other preceptors for the reduction.

2025/2026 Budget – Savings from public toilets budget	
Executive Summary	<p>This report provides an update to the report considered by Cabinet at its meeting of 9th September 2024 proposing savings from the public toilet budget.</p> <p>The provision of public toilets is a discretionary service and in light of the worsening financial position of the Council in preparing the 2025/26 budget the ongoing costs of providing these facilities has been reviewed and proposals developed for the Council to close or transfer some facilities to other providers where levels of use are low and/or the Council has no other assets such as car parks which generate income which can support provision of these facilities.</p>
Options considered	<p>The 9th September 2024 report proposed the closure or transfer to other providers of six public toilets provided by the Council and the seasonal (winter) closure of other facilities.</p> <p>Subsequently, attention was focussed on the savings which could be realised from the facilities proposed for closure or transfer.</p>
Consultation(s)	<p>For those facilities proposed for closure or transfer, conversations have been had with key stakeholders (parish councils and local businesses and community organisations) in outlining the Council’s position and exploring possible arrangements by which the facilities might be retained through transfer to a third party, sponsorship or alternative financing arrangements.</p>
Recommendations	<p>Cabinet is asked to:-</p> <ol style="list-style-type: none"> 1) to confirm its support for discussions being progressed with local businesses at Potter Heigham with the objective of securing sponsorship to meet the costs of retaining the Potter Heigham public toilets; 2) to agree that proposals and a business case be prepared for a new public toilet facility to be developed on, or adjoining, the District Council’s public car park and principal bus stop at the western end of the High Street in Stalham with a report being presented to Cabinet on such a proposal in the future. In the meantime, the existing toilets will be retained for a minimum of twelve months. 3) to agree that the public toilets in Walsingham be retained at least until March 2026 with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term. 4) to retain the West Runton public toilets at least

	<p>for this summer (through until the end of September 2025) with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term.</p> <p>5) to confirm its support for the position adopted in removing the leased unit at Beach Lane, Weybourne realising a financial saving of approximately £26,000 per annum and retaining the eco-loo at this location and monitoring its use / mis-use and to advise that we will continue to work with Weybourne Parish Council to establish if a more sustainable location can be found for the provision of a public toilet in the village.</p>
Reasons for recommendations	To deliver savings from the public toilet budget as part of preparing the 2025/26 budget and help reduce the deficits shown in the Medium-Term Financial Strategy given contract, wage and energy inflation, significant increases in the Temporary Accommodation and homelessness support and no increase in the District Council's spending power.
Background papers	Cabinet report of 9 th September 2024 2025/2026 Budget papers Medium-Term Financial Strategy

Wards affected	Beeston Regis and The Runtons Coastal Hickling Stalham Walsingham
Cabinet member(s)	Cllr T Adams, Leader of the Council Cllr L Shires, Cabinet portfolio holder for Finance and Assets
Contact Officer	Steve Blatch, Chief Executive, steve.blatch@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	A Strong, Responsible, & Accountable Council.
Medium Term Financial Strategy (MTFS)	The proposals aim to provide savings to help improve the MTFS. We will ensure the Council maintains a financially sound position, seeking to make best use of its staff resources, effective partnership working and maximising the opportunities of external funding and income.
Council Policies & Strategies	

Corporate Governance:

Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	Cabinet 9 th September 2024 Overview and Scrutiny Committee – 11 th December 2024 (Stalham toilets petition)

1. Introduction & Background

- 1.1 The provision and operation of public toilets is a discretionary function for local authorities and in recent years, in response to increasing budget pressures, many authorities have significantly reduced or withdrawn from the provision of these facilities. In contrast, North Norfolk District Council recognises the value of such facilities in terms of the local visitor economy and providing basic amenities for our residents, many of whom are elderly, and currently operates 36 public toilet facilities in locations across the district – meaning that it has one of the largest portfolios of such facilities of any district council in the country. Further, in recent years the Council has made a significant investment in the provision of new (replacement) facilities, including Changing Place facilities at Fakenham (Queens Road), Holt (Albert Street - due to be completed in February 2025), North Walsham (Vicarage Street), Sheringham (The Leas) and Wells-next-the-Sea (Stearmans Yard); and significant refurbishment of facilities at Bacton, North Walsham (New Road), Sheringham (Lushers Passage and The Leas) and Walcott. The revenue budget for the public convenience service for 2024/25 was £947,000.
- 1.2 Notwithstanding the above, given the pressures on the Council's budget, a report was presented to the meeting of Cabinet on 9th September 2024 proposing that consideration be given to the permanent closure of a number of public toilets provided and operated by the District Council as part of the need to identify savings in the setting of the 2025/26 budget. A second recommendation was made that consideration also be given to the seasonal (winter) closure of a number of other facilities largely in coastal locations.
- 1.3 The facilities proposed for review / permanent closure had low levels of use, were often older facilities and were in locations where the District Council had no other assets, such as public car parks, where there was the potential for the authority to earn income which could make a contribution to the operating costs of the toilets.
- 1.4 In terms of the facilities proposed for seasonal closure, it was established that such an arrangement would be costly and difficult to manage without delivering any significant savings because of the contract and working arrangements put in place by the Council's contracting partner, SERCO and the large numbers of visitors to the coast over the Christmas and New Year periods when there would be an expectation that public toilet facilities should be open for use. This would make the management of any seasonal closures challenging in terms of the Council's reputation; and it was therefore agreed that the seasonal closure proposals would not be taken forward, but that efforts would be made to either close, transfer or identify alternative financing options for the six public toilet facilities listed below.

2. Proposals and Options

2.1 Hickling Staithe:-

- 2.1.1 Agreement has been reached with the Norfolk Wildlife Trust for this facility to be transferred to the Trust which acquired the Pleasure Boat Inn and adjoining land in 2023 and has plans to develop new visitor facilities at this location to promote access to and understanding of the unique Hickling Broad environment.
- 2.1.2 A report was presented to Cabinet on this transfer arrangement at its meeting of 2nd December 2024 and the transfer has been completed delivering an ongoing revenue saving of approx. £14,500 per annum from 2025/26.
- 2.1.3 This matter is now closed and requires no further decision or action by the Council.

2.2 Potter Heigham:-

- 2.2.1 The public toilets at Potter Heigham occupy a location on Bridge Road, a short distance back from the river, staithe and the original Potter Heigham Bridge. The facilities are surrounded on three sides by the Lathams of Potter Heigham business and, compared to other public toilets in the district, have low levels of use. The District Council has no other assets in Potter Heigham such as a car park from which income can be earned to contribute towards the costs of providing the toilets.
- 2.2.2 A meeting was held with representatives of Potter Heigham Parish Council on 25th November 2024 when it was established that the Parish Council would not be in a position to assume responsibility for the toilets moving forward and comment was made that if the District Council could not continue to provide the facilities, some form of transfer to local businesses or sponsorship model should be explored.
- 2.2.3 Enquiries have therefore been made of local businesses as to the possibility of there being a sponsorship or funding arrangement to retain the public toilets in Potter Heigham and these discussions are being progressed, with some confidence that a successful outcome can be achieved.
- 2.2.4 Cabinet is therefore asked to confirm its support for these discussions being progressed with the objective of securing sponsorship to meet the costs of retaining the Potter Heigham public toilets.

2.3 Stalham:-

- 2.3.1 The public toilets at Stalham occupy a location just off the High Street, to the rear of Stalham Town Hall on a narrow footpath leading to Tesco's car park and the A149 Stalham Bypass and bus stop. The facilities are a legacy of the former Stalham Market and sale ground, now developed as the Tesco supermarket, which has customer toilets. Compared to other public toilets in the district, the toilets have very low levels of use and therefore represent poor value for money.

- 2.3.2 Essentially, these toilets are in the “wrong” location within the town. A better location for the toilets might be at the western end of the High Street, where the District Council provides a public car park and the main bus stop serving the town is located. In proposing that the existing facilities are closed, the District Council has said it is prepared to consider alternative provision on or close to the High Street car park.
- 2.3.3 Local ward members and the Town Council have objected to the proposed closure of the facilities by the District Council, including the submission of a petition discussed by O&S at its meeting of 11th December, stating that the toilets provide an important amenity for residents and visitors attending events in the town and high street.
- 2.3.4 Despite offering to meet with the Town Council to discuss, a meeting has only recently been arranged to be held on 30th January. In the meantime, the District Council has been provided with details of a proposal to develop part of the land adjoining the Council’s car park for a residential development, leaving a small area of land considered to have limited development potential being offered to the Council. Consideration is therefore being given to developing a business case for the District Council to acquire this land and extend the District Council car park, as part of which consideration could be given to providing new (replacement) public toilets for the town.
- 2.3.5 Cabinet is therefore recommended to agree that proposals and a business case be prepared for a new public toilet facility to be developed on, or adjoining, the District Council’s public car park and principal bus stop at the western end of the High Street in Stalham with a report being presented to Cabinet on such a proposal in the future. In the meantime, the existing toilets will be retained for a minimum of twelve months.

2.4 **Walsingham:-**

- 2.4.1 The public toilets at Walsingham occupy a location in the centre of this historic village, on the High Street and adjacent to the entrance to the grounds of Walsingham Abbey (which has its own visitor toilets). The facilities are considered to be of a reasonable standard. Historically, the District Council leased land and operated the car parks in the village at Bridewell Lane and Station Yard, but this arrangement came to an end approximately twenty years ago and the Council now has no other assets in Walsingham from which income can be earned to contribute towards the costs of providing the toilets.
- 2.4.2 A meeting was held with representatives of Walsingham Parish Council and approx. 12 representatives from the local community on 29th November 2024, when the local community was critical of the Council’s proposals and strongly objected to the proposed closure / transfer of the facilities.
- 2.4.3 There was, however, discussions within the meeting with the Parish Council around the wider budget pressures the Council faced, particularly around Temporary Accommodation and a number of “offers” were made by the church interests and the Walsingham Estate which are now being followed up by the Housing Team, which could “save” the Council some money, costs or budget perhaps allowing the toilets to be retained.
- 2.4.4 Beyond such a position being reached, and in the context of the District Council’s budgetary pressures and anticipated local government

reorganisation, the Council believes that further thought will need to be given to developing a sustainable financial model for the toilets in Walsingham to be retained, as in other locations where large numbers of visitors attend events such as at Fakenham Race Course, Cromer Carnival, Worstead Festival etc the organisers of such events would provide toilets and in this respect some responsibility for the provision of such facilities used by large numbers of pilgrims should arguably be met by church organisations rather than District Council Tax payers.

2.4.5 Cabinet is therefore recommended to agree that the public toilets in Walsingham be retained at least until April 2026 with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term.

2.5 **West Runton:-**

2.5.1 The public toilets at the West Runton beach access are possibly the most modest toilet facilities the Council provides (after the Weybourne facilities) – being a small block with male and female (no accessible or adapted) facilities believed to date from the 1930s. Given their location just above the beach at the end of Water Lane, the block does not have an electricity supply and therefore no lighting or hot water. The annual costs of providing the toilets at West Runton is approx. £15,500 per annum, but it would also be expected that the Council will need to incur additional costs in the medium term in upgrading the facilities.

2.5.2 The block stands at a level “above” the beach but is considered to be at risk of flooding or damage at the time of any storm surge event. Previously, in 2016, the Council had plans prepared to relocate the toilets (through the provision of a new build facility) on the site of the public shelter as part of the Deep History Coast initiative, but the Council’s attempt to register the land on which the toilets were to be provided was the subject of objections by local fishing interests and so the proposals were not taken forward.

2.5.3 The District Council does not have any income generating assets at the West Runton beach access location – the car park and café being in private ownership.

2.5.4 Following the publication of the Cabinet agenda in September proposing the closure or transfer of the West Runton facilities the Council received a number of representations from the principal business (car park and café) owner, Runton Parish Council, a number of transport and education / activity holiday providers who take visiting school groups to the West Runton beach, as well as perhaps a dozen members of the public raising concerns about the potential loss of the facilities at this location and the implications for the beach’s Blue Flag status.

2.5.5 A meeting was held with representatives of Runton Parish Council and the owners of the Water Lane car park and café on 3rd October 2024 when a number of issues around the provision of these facilities was discussed – not least the perceived private benefit realised by the car park and café business of the public provision of the facilities financed by District Council Tax payers, the relationship with the Blue Flag status, the annual revenue costs involved in the provision of the facilities and the need for investment in the facilities in the medium-term. Following the meeting, Runton Parish Council advised that

they would not be prepared to assume responsibility for the toilets on the grounds that they would represent an ongoing cost to local residents.

- 2.5.6 At the same time, the Council received a number of representations from local coach operators and education and activity holiday centres who took many hundreds of young people to the West Runton beach throughout the year. We have therefore held conversations with these interests to understand better the needs of these groups as the Council had little understanding of the large number of such visits to West Runton beach and their use of the public toilet facilities. These conversations have highlighted that it would not be appropriate to look to transfer the ownership and future operation of the toilets at this location to the owners of the car park and café business as this would further increase the perception of this being a “privately owned” beach.
- 2.5.7 Cabinet is therefore recommended to retain the West Runton public toilets at least for this summer (through until the end of September 2025) and undertake further consultation with local stakeholders as to whether a sustainable financial model for the facilities can be agreed in the medium-term.

2.6 **Weybourne:-**

- 2.6.1 Following a long campaign lobbying for the provision of public toilets at the Beach Lane car park in Weybourne, and recognising the considerable costs and risks involved in providing permanent facilities at that location because of the distance to utility connections (water, foul drainage and electricity) in Beach Lane and flood risk associated with the car park during storm surge events; a modest eco-loo facility was provided at the car park from the Spring of 2021. It was considered, given the relatively modest levels of need at that location (predominantly sea anglers and people walking the Norfolk Coast Path) meaning that the “dwell time” of visitors to the beach was relatively short, that this facility would meet the demand for a toilet facility at this location and, before commissioning, officers visited similar facilities at a nature reserve and golf course to understand how such a facility would “work”.
- 2.6.2 However, whilst the single eco-loo facility was provided, the travel restrictions relating to the COVID pandemic which resulted in limited opportunities for overseas travel in the summer of 2021 and in to 2022, saw large numbers of day-trippers and independent travellers in motorhomes and campervans visit North Norfolk. This resulted in significant use of the eco-loo facility, including mis-use by motorhome and camper van owners who, because of the “remote” location, emptied toilet cassettes into the eco-loo. This compromised the workings of the toilet, introducing chemicals into the toilet and overwhelming the capacity of the “tank”.
- 2.6.3 The significant costs in officer and contractor time involved in managing (and emptying) the eco-loo and continued large numbers of visitors to the North Norfolk Coast during 2021 and 2022 saw the Council provide additional “temporary” toilets at this location comprising male and female facilities in a leased container structure and the eco-loo being fitted with a Radar key as an accessible toilet facility. However, the leased container structure required regular servicing through the provision of water from a bowser and frequent emptying, again because of mis-use by motorhome and campervan owners emptying their toilet cassettes into the facility, resulting in the waste storage

tank regularly overflowing. The (significant) costs of leasing, maintaining and cleansing the “temporary” facilities and their continued mis-use meant that the facilities at Weybourne were the most costly public toilets operated by the Council – with the cost in 2023/24 being in excess of £32,000.

- 2.6.4 Whilst it is recognised that the District Council does receive some income from the Beach Lane car park in Weybourne, the continued high costs of providing and operating the toilets at this location represents poor value for money for District Council Tax payers and therefore the facilities were proposed for closure / withdrawal. Alternative means of funding the provision was considered – such as offering a concession space at the car park, but this proposal was the subject of strong opposition from businesses in Weybourne village and the Parish Council.
- 2.6.5 A meeting was held with representatives of Weybourne Parish Council on 15th October 2024 when the challenging context of providing public toilets at the Beach Lane car park was outlined and, to an extent, was understood. Representatives of the Parish Council expressed disappointment at the District Council’s decision to close and remove the facilities, not least because they felt more visitors had been attracted to Weybourne Beach through the promotion of the location as part of the Deep History Coast initiative and provision of picnic benches etc, but it was accepted that the Parish Council would not have the capacity to assume responsibility for the operation of the toilets moving forward. Alternative provision closer to the village (perhaps at the Village Hall as at Cley) was discussed and the District Council advised that we would be happy to support any grant applications made to provide such facilities in a location where main utility connections were available.
- 2.6.6 Following the meeting with the Parish Council it was agreed that the leased “temporary” modular toilets would be removed from late November 2024 generating an ongoing financial saving for the District Council, and that the eco-loo facility would be retained and operated as per its original installation – ie as a single facility available for use by all, with mis-use managed and monitored through additional signage etc. This would see the modest toilet facility retained at this location which seems, at least to the District Council, to be a reasonable compromise given the challenging context / location of the Beach Lane car park – distant from mains utility connections and subject to flooding at times of storm surge events. The removal of the leased unit and its regular servicing realises a financial saving of approx. £26,000 per annum.
- 2.6.7 Cabinet is asked to confirm its support for the position adopted in removing the leased unit at Beach Lane, Weybourne realising a financial saving of approximately £26,000 per annum and retaining the eco-loo at this location and monitoring its use / mis-use.

3. Corporate Priorities

- 3.1 This report is linked to the Corporate Plan under A Strong, Responsible and Accountable Council.
- 3.2 We will look to ensure the Council maintains a financially sound position, seeking to make the best use of its staff resources, effective partnership working and maximizing the opportunities of external funding and income.

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

4. Comments from the S151 Officer

The provision of Public Conveniences is a discretionary service and at a time when the Council needs to make savings difficult decisions need to be taken in order to balance the budget. Some of these decisions are around toilet closures. A reduction in the number of Public Conveniences will result in savings which will contribute to reducing the forecast budget deficit in future years.

5. Comments from the Monitoring Officer

This subsequent report further details the Council's financial position and its need to consider where savings may be made in this regard. Provision of public toilets is a discretionary service but one which incurs ongoing costs. As a discretionary service, a review of these facilities is legitimate, including further discussions, considerations of alternative provision models, or actions to assist with this review.

6. Risks

- 6.1 The reputational risks of closing public toilets, particularly in those communities where facilities are closed or proposed for closure, are recognised. However, the risks to the Council of not realising savings to deliver a balanced budget would be far greater. The Council has therefore undertaken a considered approach in delivering a balanced budget for 2025/26 as part of which small savings (approx. 5%) have been proposed from the public toilet budget.
- 6.2 Looking forward in the context of devolution and Local Government Reorganisation, whilst the Government has stated that reorganisation and reform of local government services should generate efficiencies and allow more resource to be directed to frontline neighbourhood services; North Norfolk District Council has concerns over whether any new larger authority, with likely pressures on its budgets, would see the retention and operation of such a large portfolio of public toilet facilities to be a priority. The Leader of the Council has written to both MHCLG and DCMS outlining such concerns, but in the meantime believes that there would be merit locally in holding discussions with Town and Parish Councils about future transfer and local funding models in order to safeguard the future of such facilities in the district.

7. Net ZeroTarget

- 7.1 Closing or transferring public toilets from our asset register will realise some small improvement in the Council's Net Zero position although the decisions taken to close or transfer toilets has been made for financial, rather than Net Zero, reasons.

8. Equality, Diversity & Inclusion

- 8.1 Some concerns have been raised that decisions to close public toilets could disproportionately impact people with health issues, as well as women and the elderly.
- 8.2 However, the provision of public toilets by local authorities is a discretionary function and many councils have already reduced their public toilet portfolio or withdrawn from providing such a service altogether. In light of the pressures on the Council's budgets, particularly in meeting our statutory homelessness duties and that the local government financial settlement didn't increase our core spending power, we have little choice but to realise savings and efficiencies particularly from discretionary service areas in setting a balanced budget for 2025/26.

9. Community Safety issues

- 9.1 The proposals made to close or transfer a small number of public toilets are not considered to raise any community safety issues.

10. Conclusion and Recommendations

10.1 In setting a balanced budget for 2025/26 it has been necessary for the Council to propose and deliver efficiencies and savings. This has involved difficult decisions including in some discretionary service areas such as the provision of public toilets. North Norfolk District Council has one of the largest portfolios of public toilets of any district council in the country and therefore consideration has been given to closing or transferring ownership of a small number of facilities which have low levels of use or are in locations where the Council has no income generating assets such as car parks such that the costs of providing the facilities represent poor value for money and/or a direct cost to District Council Tax payers.

Cabinet is therefore asked to:-

- 1) to confirm its support for discussions being progressed with local businesses at Potter Heigham with the objective of securing sponsorship to meet the costs of retaining the Potter Heigham public toilets;**
- 2) to agree that proposals and a business case be prepared for a new public toilet facility to be developed on, or adjoining, the District Council's public car park and principal bus stop at the western end of the High Street in Stalham with a report being presented to Cabinet on such a proposal in the future. In the meantime, the existing toilets will be retained for a minimum of twelve months.**
- 3) to agree that the public toilets in Walsingham be retained at least until March 2026 with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term.**

- 4) to retain the West Runton public toilets at least for this summer (through until the end of September 2025) with further discussions being held with local partners as to whether a sustainable financial model for the facilities can be agreed in the medium-term.
- 5) to confirm its support for the position adopted in removing the leased unit at Beach Lane, Weybourne realising a financial saving of approximately £26,000 per annum and retaining the eco-loo at this location and monitoring its use / mis-use and to advise that we will continue to work with Weybourne Parish Council to establish if a more sustainable location can be found for the provision of a public toilet in the village.

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Draft Revenue Budget for 2025-26	
Executive Summary	This report presents the latest iteration of the budget for 2025/26. It is intended to present the position as we currently know it and it will need to be updated as more information becomes available e.g. the impact of the final Local Government Finance Settlement for 2025/26.
Options considered.	No other options have been considered as it is a legal requirement to calculate “the expenditure which the authority estimates it will incur in the forthcoming year in performing its functions” and then subtract “the sums which it estimates will be payable for the year into its general fund”. This is required to set a balanced budget before 11 March 2025.
Consultation(s)	<p>The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 22 January 2025. It will be able to make recommendations that Cabinet will be able to consider at its meeting on 3 February 2025.</p> <p>Budget consultation is taking place on the Council’s website currently for anyone to share their views. Consultation with Business Rates payers is also being undertaken. The results of both these consultations will be included in the report being presented to Full Council on 19 February 2025.</p>
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet consider the list of proposed savings and agree on which ones should be taken so that a balanced budget can be recommended to full Council. 2. That an alternative option for balancing the budget should be agreed to replace savings not taken if there are any. 3. That Cabinet agree that any additional funding announced as part of the final Local Government Settlement announcement be transferred to reserves. 4. That Cabinet decide which proposed new capital bids should be recommended to full Council for inclusion in the Capital Programme.
Reasons for recommendations	To enable the Council to set a balanced budget.
Background papers	2024/25 Budget report presented to full Council on 21 February 2024.

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Director of Resources and s151 Officer tina.stankley@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan	Strong, Responsible & Accountable Council.
Medium Term Financial Strategy (MTFS)	The setting of a balanced budget for 2025/26 provides the base position for reviewing the following years of the Medium Term Finance Plan.
Council Policies & Strategies	Budget Setting & Medium Term Finance Strategy.

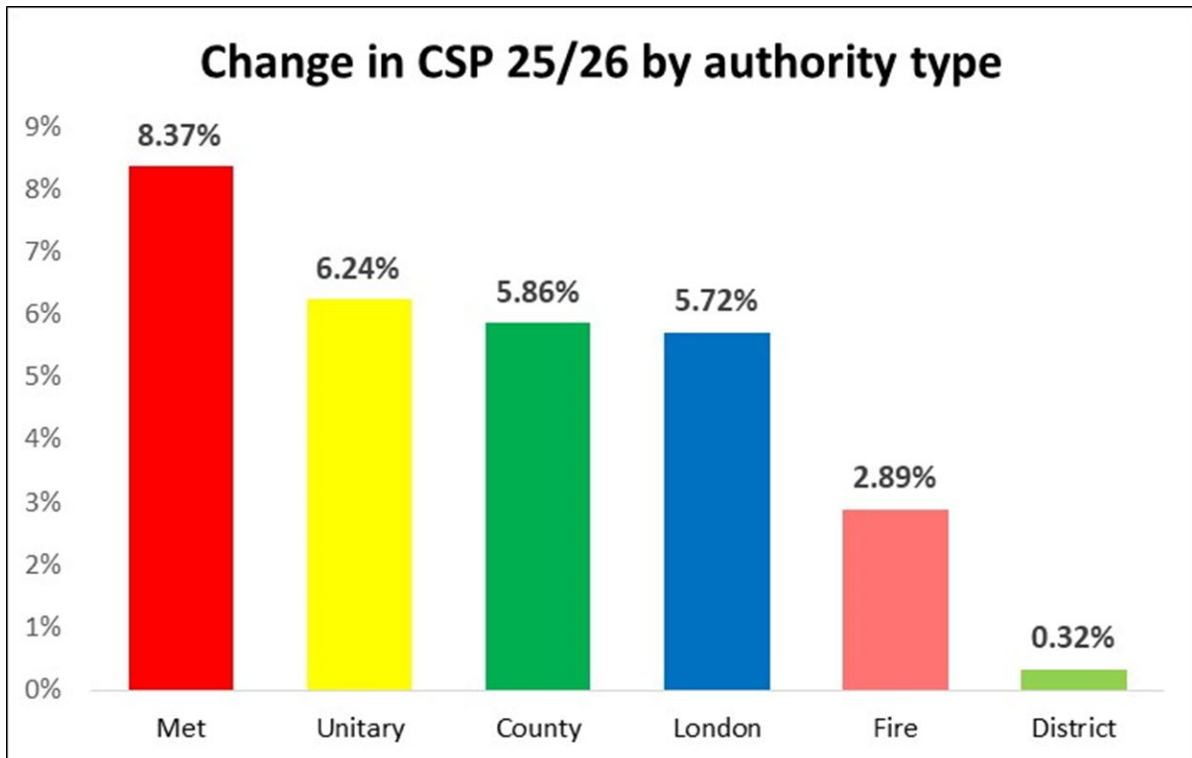
Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Yes
Details of any previous decision(s) on this matter	

1. Purpose of the report

This report is being presented to Cabinet to enable it to finalise the budget, to consider the assumptions made in the draft budget and to confirm its alignment with the Corporate Plan.

2. Introduction & Background

- 2.1 Local authorities across the UK continue to find themselves under considerable financial pressure as a result of external factors that are beyond their control. These are manifesting themselves with ever increasing pressures on demand led services e.g. temporary accommodation. There have been several S114 notices issued over the last 18 months and there have been several Council's seeking exceptional financial support from the Government in recent times.
- 2.2 The provisional Local Government Finance Settlement for 2025/26 announced on 18 December 2024 was a shock for the majority of District Councils. The Labour Government's Budget announcement of an allocation of £1.3bn new grant funding for local authority services in 2025/26 led to an expectation that the increase in core spending power 3.2% for local authorities would be for all local authorities. However, the Government made substantial changes in the distribution of funding. So, whilst the overall increase in core spending power was 6%, District Councils' overall increase was only 0.32%. The total of the floor funding of £121m was used entirely for districts. There were 133 out of the 164 District Councils that received a zero per cent increase, with NNDC being allocated £805,000 to bring its increase up to 0.0% i.e. without this the Council would have seen a reduction in funding of this £805,000. The diagram below shows how funding was redistributed across authority type and who the winners and losers of this were.



2.3 Both the Rural Services Delivery Grant and the Recovery Grant were abolished, and this funding was repurposed. The Council received £680,000 via a combination of both grants. A new Recovery Grant was introduced, however, rural authorities seemed to have lost out as they will receive a lower share of this.

3. Current Proposed Budget for 2025/26

3.1 The 2025/26 budget presented below is a balanced budget – see line 31. The MTFP is contained in Appendix A along with further detail of Service Budgets contained in Appendix B

Table 1: General Fund Summary Budget

General Fund Summary 2025/26 Base Budget				
Line No.	Column A	Column B	Column C	Column D
		2024/25 Base Budget	2024/25 Updated Budget	2025/26 Base Budget
		£	£	£
	Service Area			
1	Corporate Leadership/ Executive Support	406,877	3,141,751	3,043,719
2	Communities	11,530,421	8,827,655	9,099,398
3	Place and Climate Change	7,121,376	5,420,883	4,520,786
4	Resources	4,707,480	6,219,659	5,622,995
5	Savings to be Identified	(250,000)	0	0
6	Net Cost of Services	23,516,154	23,609,948	22,286,898
7	Parish Precepts	3,129,190	3,129,190	3,129,194
8	Capital Charges	(2,962,370)	(2,962,370)	(2,962,374)
9	REFCUS	(761,647)	(761,647)	(761,647)
10	Interest Receivable	(1,865,162)	(1,865,162)	(1,403,400)
11	External Interest Paid	40,280	340,280	302,100
12	Revenue Financing for Capital:	210,000	2,447,782	320,000
13	Minimum Revenue Provision	487,860	487,860	530,858
14	IAS 19 Pension Adjustment	268,000	268,000	276,280
15	Net Operating Expenditure	22,062,305	24,693,881	21,717,909
16	Parish Precepts	(3,129,190)	(3,129,190)	(3,129,194)
17	Council Tax	(7,068,940)	(7,068,940)	(7,297,245)
18	Collection fund surplus	(108,320)	(108,320)	0
19	Retained Business Rates	(7,683,010)	(7,683,010)	(8,500,000)
20	New Homes bonus	(5,600)	(5,600)	(596,000)
21	3.2% Funding Guarantee/Floor Funding	(1,230,670)	(1,230,670)	(805,000)
22	Revenue Support Grant	(309,050)	(309,050)	(335,000)
23	NI Compensation	0	0	(260,000)
24	Recovery Grant	0	0	(195,000)
25	Rural Services Delivery Grant	(656,970)	(656,970)	0
26	Ctax Discount Grant	(51,580)	(51,580)	0
27	Services Grant	(22,520)	(22,520)	0
28	Total Income from Government Grant and Taxpayers	(20,265,850)	(20,265,850)	(21,117,439)
29	(Surplus)/Deficit	1,796,455	4,428,031	600,470
30	Contribution To/(From) Earmarked Reserves	(1,796,455)	(4,428,031)	(600,470)
31	Net Position	0	0	0

3.2 The table above shows

- The Original Base Budget in Column B which was approved by Full Council on 21 February 2024. It shows a balanced budget position for 2024/25.
- In Column C the latest updated balanced budget position for 2024/25 as reported to Full Council on 2 December 2024. There are two things to note with this, the latest updated budget.
 - Firstly, there is significant movement between the Directorate budgets when comparing the 2024/25 original and updated figures. This is because the original budget is presented with all of the support services (e.g. finance, HR, IT, legal etc.) recharged to the frontline services, whereas the updated budget figures do not include the support services' recharges. This is a presentational change that will improve budget monitoring as all variances can be seen e.g. if there is an overspend in Finance this will now be seen whereas before it would have been recharged to a frontline service and the overspend would then appear against that frontline service.
 - Secondly, it should be noted that the last budget monitoring report (i.e. as at 30 September 2024) identifies a forecast overspend for 2024/25 of £995k. The s151 Officer has asked Assistant Directors to incur only necessary spending for the remainder of the year to contain the overspend position for the year.
- In Column D the proposed budget for 2025/26 is balanced (line 31).
- Line 6 shows the net cost of running the Council's services i.e. £22.287m. It is the total of Lines 1 to 5. This figure comprises the cost less the fees and charges income earned by the services.
- Line 15 is the total cost of operating as a Council i.e. £21.718m and includes items that are not attributable to any particular service e.g. investment income. It is the total of Lines 6 to 14.
- Line 28 is the total of Lines 16 to 27, and it is the amount of funding from Government Grant and Local Taxpayers i.e. £21.117m.
 - Line 16 is the income that NNDC will collect from taxpayers for the town and parish councils' precepts which is matched at line 7 as NNDC pay this straight over to the town and parish councils.
 - Line 17 is NNDC's Council Tax income to be collected from Council Taxpayers. This includes an assumed increase of 2.99%.
 - Line 19 is NNDC's Business Rate income to be collected from Businesses within the District.
 - Line 20 to 27 are the grants that NNDC will receive from Central Government.
- Line 29, Column D is the deficit that needs to be met from NNDC reserves i.e. £0.601m. It should be noted that some of this deficit and funding from reserves is planned e.g. where it has been approved previously that a grant sum held in reserves is to be used to fund a post for one year.
- Line 30, Column D shows the net amount of reserves, i.e. £0.601m, that is required to balance the budget for 2025/26. This also includes earmarked reserves used to fund one off expenditure within the service. It

should be noted that a summary of the reserves being utilised is contained in paragraph 3.15

- 3.3 The initial draft budget for 2025-26 produced by officers forecasts a net deficit of £1.8m. Officers were tasked with finding savings and additional income to bridge this gap and balance the budget. The savings and additional income identified are listed in Appendix F and have been included in the proposed budget.

Variances 2024/25 to 2025/26

- 3.4 The changes in base budget from 2024/25 to 2025/26 are summarised in Table 3 below and significant variances are explained in 3.5 to 3.10.

	2024/25 Base Budget	2025/26 Base Budget	Variance	% Movement
	£'m	£'m	£'m	£'m
Employees	17.149	17.358	0.209	1.22%
Premises	4.057	4.098	0.041	1.01%
Transport	0.280	0.283	0.003	1.07%
Supplies and Services	14.057	13.001	(1.056)	-7.51%
Transfer Payments	18.715	20.188	1.473	7.87%
Income (External)	(34.198)	(36.089)	(1.891)	5.53%
Total Direct Costs and Income	20.060	18.839	(1.221)	9.19%
Notional Charges:				
Capital Charges	3.724	3.724	0.000	0.00%
IAS 19 Notional Charges	(0.268)	(0.277)	(0.009)	3.36%
Total Notional Charges	3.456	3.447	(0.009)	3.36%
Total Net Costs	23.516	22.287	(1.229)	12.55%

Employees

- 3.5 The significant variances in employee's costs are summarised in Table 4

Table 4: Employee Cost Variances

£'m	Main Explanation
0.706	Inflation including pay award. This also includes NI changes highlighted below.
1.360	Employee costs funded from various grants within People Services and CTAP.
0.256	Higher Employee costs, partly due to some temporary posts being made permanent.
(0.750)	Savings in Employee Costs, including £523k identified as part of the 2025/26 savings bid exercise.
0.208	Temporary posts funded from earmarked reserves in 2025/26.
(1.579)	Non-recurring items taken out of budget i.e. reserve & grant funded posts in 2024/25.
0.008	Other minor variations.
0.209	Total Movement

Pay Inflation

- 3.6 Currently pay inflation is included at 3% for 2025/26 and then at 2% for the remaining years of the Medium-Term Financial Plan.

Changes to employers National Insurance announced in the budget will see employers' contribution rates increase in rate from 13.8 to 15%. There will also be a decrease in the employer's threshold (the point at which the employer starts to make a contribution) from £9,100 to £5,000. This has resulted in a budget pressure of c.£500k. Central Government have said that it will meet some of this increased cost through a grant payment (calculated to be £260k, which leaves a shortfall of £240k). However, this is a concern as the announcement didn't cover what would happen in future years when there will still be a pressure.

Premises Costs

- 3.7 Significant variances are highlighted in the following table:

Table 6: Premises Costs Variances

£'m	Main Explanation
0.082	Internal Drainage Board Levy increases
0.050	Increases in utilities costs including Council tax and Business rates
(0.044)	Reduction in costs of Premises Insurances
0.022	Increase in rents the Council pays
(0.028)	Other minor variations
0.082	Total Movement

Transport Costs

- 3.8 There has been inflation and growth on Transport Costs of £18k but this has been offset by a reduction of £14k generated through savings.

Supplies and Services

- 3.9 There are a number of variances across this wide-ranging category of expenditure the most significant being those highlighted in the following table:

Table 7: Supplies and Services Variances

£'m	Main Explanation
0.350	Inflation increases of £254k for the waste and recycling contracts, £36k for computer software licence and maintenance contracts and £15k Management fees
0.028	The main element of growth relates to the Pier condition survey.
(0.377)	Savings made in budgets, e.g. an adjustment relating to the external audit fee and £167k from the current service savings exercise.
0.209	One-off funding from reserves in 2025/26.
(1.266)	Removal of non-recurring budget items funded from reserves and grants in 2024/25 e.g. Local Plan, environmental strategy projects, UKSPF expenditure and People Services expenditure.
(1.056)	Total Movement

Transfer Payments

3.10 The increase in expenditure is predominantly due to the increase in Housing Benefit payments of £1.476m which is in line with the mid-year subsidy estimate for 2024/25. This is offset by an increase in income referenced in paragraph 3.11.

Income

3.11 The significant variances in income between Base 2024/25 and 2025/26 are summarised in the Table 8 below:

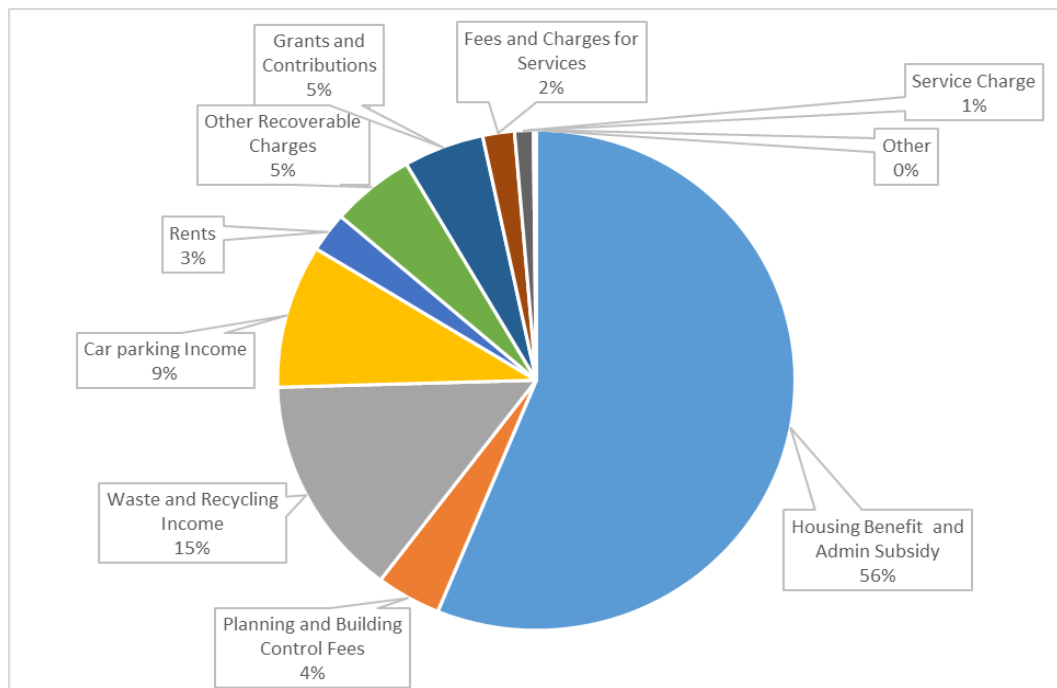
Table 8: Income Variances

£'m	Main Explanation
(1.476)	Increased Housing Benefit Subsidy to cover increase in payments
(1.259)	Grants allocated for one-off expenditure items including CTAP & Communities grants
(0.112)	Inflation Fees and Charges including service charges.
0.191	Reduction in income e.g. from car park extension, employee costs recharged to capital & for Land Charge fee income due to transfer of some functions to the Land Registry.
(1.160)	Projected additional income e.g. car parks and garden bins.
1.691	Non-recurring grants including UKSPF and Communities grants.
0.254	Other minor variations
(1.871)	Total Movement

3.12 The increase in Housing Benefit Subsidy offsets the increase in payments within Transfer Payments (see paragraph 3.10).

3.13 The pie chart below shows the make-up of the 2025/26 budgeted income.

Table 9: 2025/26 Budgeted Income



Reserves

- 3.14 The Council holds a General Fund Reserve which it keeps for unexpected expenditure or for emergencies. The Council's s151 Officer assesses what the minimum level for this reserve should be each year to ensure that the Council has sufficient funds to meet any unexpected expenditure.
- 3.15 The Council also holds Earmarked Reserves, which have been set up to fund specific expenditure. These reserves are being used to fund some of the costs of services. There are also instances of contributions being made to the reserves and this is where it is known that costs will be incurred in the future and so the contributions are set aside e.g. district council elections are held every 4 years at a cost of about £240k and so each year £60k is put into the Elections Reserve so that there is a balance of £240k to take from the Elections Reserve in the fourth year to cover the cost. A full breakdown of the use of Reserves can be found at Appendix D.

Table 10: Use of Reserves

	Budgeted Movement 2024/25	Budgeted Movement 2025/26
	£	£
General Fund	(4,043)	(7,992)
Capital Projects	(484,708)	0
Asset Management	(310,033)	0
Benefits	(46,622)	(51,567)
Building Control	(122,542)	(19,874)
Business Rates	(18,000)	(18,000)
Coast Protection	(265,738)	0
Communities	(131,550)	0
Delivery Plan	(1,898,768)	(80,000)
Economic Development & Regeneration	(10,000)	0
Election Reserve	60,000	60,000
Grants	(77,969)	(85,159)
Housing	(356,479)	(56,299)
Land Charges	(89,100)	0
Legal	(36,000)	(4,579)
Major Repairs Reserve	(55,600)	0
Net Zero Initiatives	(22,000)	(300,000)
New Homes Bonus (NHB)	(150,000)	(83,763)
Organisational Development	(26,123)	0
Planning	(37,300)	46,763
Restructuring & Invest to Save	(45,456)	0
Treasury	(300,000)	0
Total (as shown at line 30 in GF Summary Para 3.1)	(4,428,031)	(600,470)

- 3.16 As shown in the table above the projected drawdown from reserves over the 2-year period 2024/25 to 2025/26 is £5m. It should be noted that this use of reserves includes the planned use of reserves which have been set aside in previous years to meet the expenditure that is being incurred now.

Funding

3.17 On the funding side, one of the assumptions that has been made is to increase the Council Tax by 2.99% for a Band D property. The tables below show:

- Lines 1-5 of the first table - how the Council Tax income has been calculated.
- Line 7 of the first table - the additional Council Tax income that will be generated by being able to charge a 100% premium on long term empty properties that have been empty for a consecutive period of longer than 12 months instead of 24 months. This has been calculated to generate an additional £70k in 2025/26, then this increases by 2.99% per annum after that.
- The amount of Council Tax income that the annual increase of 2.99% would generate is £0.210m for 2025/26. This is calculated by multiplying the taxbase at Line 1 by the increase in Council Tax at Line 3. This, along with the increases in the following 3 years, is shown in the second table below.
- The third table below shows what the annual increase would be for each Council Tax Band, if a 2.99%, i.e. £5.04, increase for a Band D property is approved. This is for the district element only and does not include any increase that the County Council may approve nor that the Police may approve.

Table 11: Council Tax

Line no.		Council tax				
		2024/25	2025/26	2026/27	2027/28	2028/29
1	Council Tax Base for 24/25 based on central government's assumed increase	41,392.10	42,032.40	42,452.72	42,877.25	42,327.60
2	Band D Council Tax before increase	£163.62	£168.57	£173.61	£178.80	£178.80
3	Maximum increase allowed (2.99% or £5 whichever is higher)	£4.95	£5.04	£5.19	£5.35	£5.35
4	Band D Council Tax after increase (Add Lines 2 and 3)	£168.57	£173.61	£178.80	£184.15	£184.15
5	Income assuming CT increase (line 1 multiplied by Line 4)	£6,977,466	£7,297,245	£7,590,547	£7,895,679	£7,794,628
6	Second homes premium	£0	£0	£0	£0	£0
7	Empty homes income	£68,000	£70,033	£72,127	£74,291	£76,520
8	Total Council Tax (Add Lines 5, 6 and 7)	£7,045,466	£7,309,692	£7,583,998	£7,583,998	£7,583,998

Additional Council Tax generated by the annual increase - Council Tax base (Line1) multiplied by Maximum increase allowed (Line 3)	£204,891	£210,172	£218,046	£218,046	£226,453
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Band	A	B	C	D	E	F	G	H
Value of increase across the Bands	£3.36	£3.92	£4.48	£5.04	£6.16	£7.28	£8.40	£10.08

- 3.18 The forecast income level for the Retained Business Rates comes from the completion of the NNDR1. This is completed during January, with the deadline date for completion being 31 January 2025 and so the final forecast figure is not yet available. There is a forecast of £8.5m included currently and this will be updated as soon as the NNDR1 has been completed.
- 3.19 The remaining income comprises grants from central government. The provisional Local Government Finance Settlement was announced on 18 December 2024. As covered in the Introduction and Background paragraphs 2.2 and 2.3 there was a significant redistribution of grants. The Council received a zero per cent increase in core spending power. The movement in Government Funding is shown in the table below.

Government Funding	2024/25 Base Budget	2024/25 Updated Budget	2025/26 Base Budget
New Homes bonus	(5,600)	(5,600)	(596,000)
3.2% Funding Guarantee	(1,230,670)	(1,230,670)	0
Floor Funding			(805,000)
Revenue Support Grant	(309,050)	(309,050)	(335,000)
NI Compensation	0	0	(260,000)
Recovery Grant	0	0	(195,000)
Rural Services Delivery Grant	(656,970)	(656,970)	0
Ctax Discount Grant	(51,580)	(51,580)	0
Services Grant	(22,520)	(22,520)	0
Total Grant Funding	(2,276,390)	(2,276,390)	(2,191,000)

- 3.20 The General Fund Summary has been updated to reflect the provisional funding announced. The final Local Government Finance Settlement will be announced in late January or early February.

4. The Medium-Term Financial Plan

- 4.1 The Medium-Term Financial Plan (MTFP) has been prepared alongside the budget for 2025/26. Further detailed MTFP income and expenditure can be found as Appendix A.
- 4.2 The Government's Budget announcement and the provisional local government finance settlement laid out plans for significant local government reform. The Government confirmed that it will start to issue 3-year financial settlements starting in 2026/27. There will also be Business Rates Reform and the implementation of the Fair Funding Review.
- 4.3 The Government also published its White Paper on English Devolution and since then its plan for reorganization. This will obviously have far reaching consequences with potentially NNDC not existing as it is in 3-4 years' time. It is not possible to plan for such changes at this time.
- 4.4 Therefore, the MTFP has been prepared assuming no change for the foreseeable future. Assumptions have been made for the years 2026/27 to 2028/29 which are shown below. It should be noted that the further into the

future we look the greater the increase in uncertainty is particularly around the funding streams. However, it should be noted that there is currently a deficit in all years after 2025/26.

Table 13: Projected Deficit over the life of the MTFP.

	2024/25 Base Budget	2024/25 Updated Budget	2025/26 Base Budget	2026/27 Projection	2027/28 Projection	2028/29 Projection
	£'m	£'m	£'m	£'m	£'m	£'m
(Surplus)/Deficit	1.796	4.428	0.600	0.985	0.546	0.557
Contribution To/(From) Earmarked Reserves	-1.796	-4.428	-0.600	-0.014	0.014	0.083
Net Position	0.000	0.000	0.000	0.971	0.560	0.640

4.5 Assumptions included are:

- The pay award is assumed to be at 3% for year 2025/26 as the rate of inflation has started to fall significantly.
- Increases in costs have been included for all years where we are contracted to increase costs on an annual basis.
- Increases in fees and charges (included in the Net Cost of Services) have been increased based on prudent assumptions that are in line with the increases that have been assumed for expenditure.
- For the calculation of Council Tax income, a modest increase of around 1% in the tax base has been assumed year on year and then the maximum increase has been applied to the Band D Council Tax each year at 2.99%.
- For the central government funding, the assumptions made are for no increases in funding.

5. Capital Programme

5.1 Capital expenditure is incurred on providing new assets and improving its existing ones. As capital expenditure is incurred, a source of finance must be identified. Capital expenditure can be financed by applying capital receipts (raised by selling assets), grants and other revenue resources or alternatively through borrowing. A summary of the Capital Programme is shown below. The list of schemes that are included in the approved programme can be found at Appendix C and the details of proposed new bids is contained in Appendix E.

Table 14: The Capital Programme and its Funding for 2024/25 to 2029/30

Approved Capital Programme	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
	£	£	£	£	£	£
Our Greener Future	22,451,187	6,296,051	6,697,712	300,000	0	0
Developing Our Communities	6,284,864	8,209,000	0	0	0	0
Meeting Our Housing Needs	4,827,670	1,700,000	1,700,000	1,400,000	1,400,000	1,400,000
Investing In Our Local Economy & Infrastructure	5,637,387	210,000	60,000	0	0	0
A Strong, Responsible & Accountable Council	427,619	162,000	60,000	0	0	0
Total Approved Capital Programme	39,628,727	16,577,051	8,517,712	1,700,000	1,400,000	1,400,000
Financing	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
	£	£	£	£	£	£
Grants	27,630,458	14,373,328	7,147,712	1,000,000	1,000,000	1,000,000
Other Contributions	2,127,014	718,723	300,000	0	0	0
Reserves	2,447,783	0	0	0	0	0
Revenue Contribution to Capital (RCCO)	0	0	0	0	0	0
Capital receipts	3,394,654	712,000	610,000	300,000	0	0
Borrowing	4,028,818	773,000	460,000	400,000	400,000	400,000
Total Financing	39,628,727	16,577,051	8,517,712	1,700,000	1,400,000	1,400,000

Capital Bids	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
	£	£	£	£	£
Our Greener Future	171,400	342,900	0	0	0
Developing Our Communities	100,000	0	0	0	0
Meeting Our Housing Needs	1,400,000	0	0	0	0
Investing In Our Local Economy & Infrastructure	410,000	0	0	0	0
A Strong, Responsible & Accountable Council	70,000	0	0	0	0
Total of Bids	2,151,400	342,900	0	0	0
Financing	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
	£	£	£	£	£
Grants	150,000	0	0	0	0
Other Contributions	80,000	0	0	0	0
Reserves	21,400	278,600	0	0	0
Revenue Contribution	20,000	0	0	0	0
Capital Receipts	90,000	0	0	0	0
Internal / External Borrowing	1,790,000	64,300	0	0	0
Total Financing	2,151,400	342,900	0	0	0

- 5.2 The proposed funding for the schemes is also shown in Table 14 above. Consideration is given to level of grants we have available, the level of capital receipts we have and what we might generate in future years and for any expenditure financed through borrowing. After these sources of financing have been applied then the balance for any financing required will have to be met through borrowing. Borrowing increases the Council's 'Capital Financing Requirement' (CFR). This will result in a revenue charge (one that impacts on the bottom line of the budget and is a charge to the Council Taxpayer) called the Minimum Revenue Provision (MRP) that is made to reflect the funding of the CFR by the taxpayer. It is required to be set aside each year starting the year after the works are completed and/or the asset comes into use. It is a charge to revenue that covers the repayment of the borrowing needed to finance the capital expenditure. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally in the short term, and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.
- 5.3 Any new projects included in the programme in the future will need to be financed by borrowing, which will result in an additional MRP charge if no capital resources such as capital grants or capital receipts are available. Alternatively, existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge. Both are charges to the General Fund and will be included in the amount to be met from Government grant and local taxpayers.
- 5.4 In addition to the existing capital programme, approval is also being sought to include the proposed capital projects as outlined within Appendix E. Cabinet should agree on which of these projects should be included for full Council's consideration.
- 5.5 It should be noted that there is an issue with the stability of the cliff face at Overstrand which will need resolving. A bid for this work has not been included at this time as it not yet certain what remedial action will need to be taken to stabilise the cliff face, nor is it known at this time what this might cost and if there is any external funding that might be available for such a scheme. Officers will prepare proposals for a scheme and bring this forward for Members to consider in due course.

6. Corporate Plan Objectives

- 6.1 Financial Sustainability and Growth – a balanced budget based on savings that are achievable will ensure the Council's financial sustainability over the medium term.

7. Financial and Resource Implications

- 7.1 The Council must set a balanced budget for 2025/26 before 11 March 2025. This report presents a balanced budget for 2025/26 which has been achieved by identifying budget savings.

Comments from the S151 Officer:

The Council must set a balanced budget before the start of the forthcoming financial year.

8. Legal Implications

- 8.1 This report does not raise any new legal implications.

Comments from the Monitoring Officer

The annual budget report needs to be considered with reference and in accordance with the following:

- Consideration of any consultation responses (including the requirements under section 65 Local Government Finance Act 1992 with regard to consultation with bodies/representatives or persons subject to non-domestic rates, being the statutory budget consultation)
- The Council provides both statutory and discretionary services. Where a statutory duty exists to provide a service, there needs to be adequate provision to allow the statutory duty to be exercised so as not to place the Council at risk of failing to discharge a statutory duty. In provision for discretionary services, this should be exercised reasonably, balancing the nature and quality of the service with the cost of provision.
- The Council has a fiduciary duty to the taxpayers in its district
- As with other Council decisions, the budget decisions must have regard to the Council's public sector equality duties and requirement to reduce crime and disorder
- Members must have regard to the section 25 Local Government Act 2003 report of the Council's Chief Finance Officer which comments as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves
- Any failure to set a legal budget may lead to the issue of a s.114 report or other intervention

Section 106 Local Government and Finance Act 1992

Under Section 106 a Member who has not paid an amount due in respect of their Council Tax for at least 2 months after it became payable is precluded from voting on any matters affecting the level of Council Tax or the arrangements for administering the Council Tax. (The Member is, however, entitled to speak.) Any Member affected by Section 106 is required to make a declaration to that effect at the commencement of the meeting or immediately on arrival if this is at a later time.

9. Risks

- 9.1 This report does raise the risk that a balanced budget may not be set, but the financial sustainability of the Council is already included in the risk register.

10. Net Zero Target

10.1 This report does not raise any issues relating to Climate change.

11. Equality, Diversity & Inclusion

11.1 This report does not raise any new issues relating to equality and diversity.

12. Community Safety issues

12.1 This report does not raise any issues relating to Crime and Disorder considerations.

13. Conclusion and Recommendations

13.1 This report presents a balanced General Fund budget for 2025/26. The assumptions in arriving at this position are laid out in the report.

13.2 It is recommended that Cabinet agree on which of the revenue savings should be included in the budget. If any savings are not taken, then it should be agreed what alternative option should be taken to set a balanced budget that can be recommended to full Council on 19 February 2025.

13.3 It is recommended that if there is any increase in funding when the final Local Government Settlement is announced that this is used in place of the use of reserves.

General Fund Summary 2025/26 Base Budget

Service Area	2024-25					
	2024/25 Base Budget £	Updated Budget £	2025/26 Base Budget £	2026/27 Projection £	2027/28 Projection £	2028/29 Projection £
Corporate Leadership/ Executive Support	406,877	3,141,751	3,043,719	3,076,890	3,125,725	3,175,537
Communities	11,530,421	8,827,655	9,099,398	9,230,190	9,299,830	9,382,160
Place and Climate Change Resources	7,121,376	5,420,883	4,520,786	4,464,014	4,510,619	4,588,755
Savings to be Identified	(250,000)	0	0	0	0	0
Net Cost of Services	23,516,154	23,609,948	22,286,898	22,414,700	22,252,069	22,554,470
Parish Precepts	3,129,190	3,129,190	3,129,194	3,129,194	3,129,194	3,129,194
Capital Charges	(2,962,370)	(2,962,370)	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)
Refcus	(761,647)	(761,647)	(761,647)	(761,647)	(761,647)	(761,647)
Interest Receivable	(1,865,162)	(1,865,162)	(1,403,400)	(1,403,400)	(1,403,400)	(1,403,400)
External Interest Paid	40,280	340,280	302,100	302,100	302,100	302,100
Revenue Financing for Capital:	210,000	2,447,782	320,000	0	0	0
Minimum Revenue Provision	487,860	487,860	530,858	530,858	530,858	530,858
IAS 19 Pension Adjustment	268,000	268,000	276,280	276,280	276,280	276,280
Net Operating Expenditure	22,062,305	24,693,881	21,717,909	21,525,711	21,363,080	21,665,481
Collection Fund – Parishes	(3,129,190)	(3,129,190)	(3,129,194)	(3,129,194)	(3,129,194)	(3,129,194)
Collection Fund – District	(7,068,940)	(7,068,940)	(7,297,245)	(7,511,200)	(7,787,529)	(8,079,626)
Collection fund surplus	(108,320)	(108,320)	0	0	0	0
Retained Business Rates	(7,683,010)	(7,683,010)	(8,500,000)	(8,500,000)	(8,500,000)	(8,500,000)
New Homes bonus	(5,600)	(5,600)	(596,000)	0	0	0
3.2% Funding Guarantee	(1,230,670)	(1,230,670)	(805,000)	(805,000)	(805,000)	(805,000)
Revenue Support Grant	(309,050)	(309,050)	(335,000)	(335,000)	(335,000)	(335,000)
NI Compensation	0	0	(260,000)	(260,000)	(260,000)	(260,000)
Recovery Grant	0	0	(195,000)	0	0	0
Rural Services Delivery Grant	(656,970)	(656,970)	0	0	0	0
Ctax Discount Grant	(51,580)	(51,580)	0	0	0	0
Services Grant	(22,520)	(22,520)	0	0	0	0
Total Income from Government Grant and Taxpayers (Surplus)/Deficit	(20,265,850)	(20,265,850)	(21,117,439)	(20,540,394)	(20,816,723)	(21,108,820)
Contribution To/(From) Earmarked Reserves	1,796,455	4,428,031	600,470	985,317	546,357	556,661
Net Position	0	0	0	970,763	560,042	639,641

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Communities Directorate Base Budget 2025/26

Assistant Director Environment & Leisure Services

	Base Budget 2024/25	Base Budget 2025/26	Movement	Variance Explanation
Service	£	£	£	
Ad Environmental & Leisure Svs				
Employee Costs	96,751	99,402	2,651	Employee inflation. £263 Pension adjustments.
Transport Related	1,744	1,744	0	No Variances.
Supplies and Services	100	100	0	No Variances.
	98,595	101,246	2,651	
Beach Safety				
Premises Costs	2,750	2,750	0	No Variances.
Supplies and Services	367,665	372,283	4,618	£2,650 Cleansing contract inflation. £1,968 Lifeguard contract inflation.
	370,415	375,033	4,618	
Civil Contingencies				
Employee Costs	86,622	89,173	2,551	Employee inflation.
Transport Related	1,044	944	(100)	Removal of public transport budget.
Supplies and Services	12,390	5,690	(6,700)	Savings bid COM03.
	100,056	95,807	(4,249)	
Cleansing				
Supplies and Services	1,087,850	1,099,500	11,650	Cleansing contract inflation.
Income	(87,495)	(90,400)	(2,905)	Savings Bid COM01.
	1,000,355	1,009,100	8,745	
Community Safety				
Employee Costs	8,252	8,886	634	Employee inflation.
Transport Related	500	500	0	No Variances.
Supplies and Services	4,000	5,000	1,000	Higher subscription to Community Safety Partnership.
	12,752	14,386	1,634	
Corporate Health and Safety				
Employee Costs	83,104	88,339	5,235	£2,320 Employee inflation. £2,560 Professional Indemnity insurance. £355 Pension adjustments.
Capital Financing	600	600	0	No Variances.
Supplies and Services	2,250	2,250	0	No Variances.
Income	(24,000)	(26,500)	(2,500)	Savings Bid COM07.
	61,954	64,689	2,735	
Environmental Contracts				
Employee Costs	372,679	388,275	15,596	£21,009 Employee inflation. £1,137 Pension adjustments. (£6,300) Savings bid COM012.
Transport Related	12,444	12,444	0	No Variances.
Supplies and Services	1,275	1,275	0	No Variances.
	386,398	401,994	15,596	
Environmental Protection				
Employee Costs	561,185	573,467	12,282	£13,965 Employee inflation. £917 Pension adjustments. (£2,600) Savings bid COM12.
Transport Related	20,396	21,096	700	Vehicle running costs.
Supplies and Services	73,650	58,450	(15,200)	(£8,000) Savings identified in-year. (£7,500) Savings bid COM03. £300 Subsistence.
Capital Financing	37,620	37,620	0	No Variances.
Income	(13,000)	(14,500)	(1,500)	Additional fee income relating to Houses in Multiple Occupation.
	679,851	676,133	(3,718)	

Communities Directorate Base Budget 2025/26

Assistant Director Environment & Leisure Services

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Foreshore				
Employee Costs	32,288	20,129	(12,159)	£2,425 Employee inflation. (£13,455) Savings Bid COM13. (£1,129) Pension adjustments.
Premises Costs	48,936	45,435	(3,501)	Lower insurance premiums.
Transport Related	700	700	0	No Variances.
Supplies and Services	5,300	2,300	(3,000)	Savings bid COM04.
	87,224	68,564	(18,660)	
Internal Drainage Board Levies				
Premises Costs	502,085	584,048	81,963	Increase in Drainage Board Levy.
Income	(35,265)	0	35,265	One-off grant income.
	466,820	584,048	117,228	
Leisure				
Employee Costs	168,176	179,456	11,280	£10,461 Employee inflation. £819 Pension adjustments.
Transport Related	5,332	5,332	0	No Variances.
Supplies and Services	27,550	27,550	0	No Variances.
	201,058	212,338	11,280	
Leisure Complexes				
Premises Costs	145,711	141,923	(3,788)	(£11,820) Lower insurance premiums. £16,832 Higher Business Rates. £200 Higher Grounds maintenance costs. (£9,000) Savings Bid - lower R&M costs.
Supplies and Services	0	5,510	5,510	Engineering insurance costs.
Capital Financing	587,211	587,211	0	No Variances.
Income	(85,398)	(140,256)	(54,858)	Higher profit share.
	647,524	594,388	(53,136)	
Markets				
Employee Costs	6,084	5,458	(626)	£840 Employee inflation. (£1,495) Savings Bid COM13. £29 Pension adjustments.
Premises Costs	35,248	22,130	(13,118)	(£10,000) Lower rental costs to Car Parks. (£3,118) Lower Business Rates.
Supplies and Services	4,100	4,150	50	Inflation on Cleansing contract.
Income	(40,000)	(40,000)	0	No Variances.
	5,432	(8,262)	(13,694)	
Other Sports				
Premises Costs	12,510	11,110	(1,400)	Lower insurance premium.
Supplies and Services	41,200	32,800	(8,400)	Savings bid COM04.
Income	(8,000)	(8,700)	(700)	Savings bid COM04.
	45,710	35,210	(10,500)	
Parks & Open Spaces				
Premises Costs	280,468	274,029	(6,439)	£2,700 Inflation on Grounds Maintenance contract. (£2,100) Lower rental costs. £4,129 Inflation on utility costs. (£920) Lower insurance costs. (£10,248) Savings bid COM04.
Supplies and Services	65,200	66,000	800	Inflation on Cleansing contract.
Capital Financing	1,368	1,368	0	No Variances.
Income	(8,500)	(8,250)	250	Lower rental income.
	338,536	333,147	(5,389)	
Pier Pavilion				
Premises Costs	3,000	3,000	0	No Variances.
Capital Financing	20,286	20,286	0	No Variances.
Income	(10,000)	(10,000)	0	No Variances.
	13,286	13,286	0	

Communities Directorate Base Budget 2025/26

Assistant Director Environment & Leisure Services

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Public Protection				
Employee Costs	657,946	621,636	(36,310)	(£10,503) Employee inflation and savings. (£22,206) Savings bid COM05. (£3,601) Pension adjustments.
Transport Related	16,828	14,938	(1,890)	Reduction in Lump Sum payments.
Supplies and Services	90,680	63,930	(26,750)	Savings bids identified in 2024/25 - Private Water Sampling and Computer maintenance costs.
Income	(253,000)	(247,000)	6,000	Reduced fee income from Pre-App advice and Private Water Sampling.
	512,454	453,504	(58,950)	
Recreation Grounds				
Premises Costs	7,100	7,200	100	Grounds Maintenance contract inflation.
Supplies and Services	7,200	7,300	100	Cleansing contract inflation.
Capital Financing	6,046	6,046	0	No Variances.
Income	(1,000)	(1,000)	0	No Variances.
	19,346	19,546	200	
Street Signage				
Supplies and Services	10,000	10,000	0	No Variances.
	10,000	10,000	0	
Travellers				
Premises Costs	8,448	6,911	(1,537)	(£2,000) Lower R&M costs offset by higher utilities and grounds maintenance.
Supplies and Services	53,600	57,700	4,100	£3,500 Higher Lease rentals. £500 Equipment rental. £100 Cleansing contract inflation.
Capital Financing	6,104	6,104	0	No Variances.
Income	(2,000)	(1,000)	1,000	Lower facility charges.
	66,152	69,715	3,563	
Waste Collection And Disposal				
Supplies and Services	5,826,469	6,112,401	285,932	£72,600 Cleansing contract inflation. £165,000 Higher recycling processing costs. (£2,030) Lower commercial waste disposal rate. £56,362 Additional waste costs associated with savings bid COM02 (contractor costs) .
Capital Financing	764,192	764,192	0	No Variances.
Income	(4,824,575)	(4,981,482)	(156,907)	(£20,736) Additional recycling credit income. (£136,171) Savings bid COM02 - garden bin fee income and additional recycling credits.
	1,766,086	1,895,111	129,025	

Communities Directorate Base Budget 2025/26

Assistant Director Environment & Leisure Services

	Base Budget 2024/25	Base Budget 2025/26	Movement	Variance Explanation
Service	£	£	£	
Woodlands Management				
Employee Costs	175,820	194,722	18,902	£17,646 Employee inflation. £1,256 Pension adjustments.
Premises Costs	52,962	52,634	(328)	Lower R&M costs.
Transport Related	21,182	25,076	3,894	£2,894 Vehicle lease payments. £1,000 Higher diesel costs.
Supplies and Services	12,450	11,450	(1,000)	Lower costs for purchase resales.
Capital Financing	5,449	5,449	0	No Variances.
Income	(56,460)	(69,960)	(13,500)	(£15,000) Savings bids COM04 and COM11. £1,500 Reduced grant income.
	211,403	219,371	7,968	
Total Environment and Leisure	7,101,407	7,238,354	136,947	

Communities Directorate Base Budget 2025/26

Assistant Director People Services

	Base Budget 2024/25	Base Budget 2025/26	Movement	Variance Explanation
Service	£	£	£	
Ad People Services				
Employee Costs	92,363	77,607	(14,756)	Savings bid COM09. (£1,045) Pension adjustments.
Transport Related	1,194	1,194	0	No Variances.
Supplies and Services	100	100	0	No Variances.
	93,657	78,901	(14,756)	
Benefits Administration				
Employee Costs	1,126,376	1,162,567	36,191	£46,182 Employee inflation. £64,033 Grant and Reserve funded posts. (£80,431) Savings bid COM09. £6,407 Pension adjustments.
Transport Related	944	2,832	1,888	Higher lump sum costs.
Supplies and Services	67,100	56,350	(10,750)	(£11,000) Savings bid COM08. £250 Higher subscriptions costs.
Capital Financing	31,700	31,700	0	No Variances.
Income	(413,215)	(272,366)	140,849	Reduced Admin grant.
	812,905	981,083	168,178	
Community				
Employee Costs	672,285	959,971	287,686	£25,488 Employee inflation. £267,982 Grant and Reserve funded posts. £21,081 Pension adjustments. (£26,865) Savings bid COM09.
Transport Related	11,032	15,713	4,681	Lump sum travelling costs.
Supplies and Services	294,106	124,555	(169,551)	Non-recurring items to offset fixed term contract costs in People Services.
Income	(389,999)	(233,512)	156,487	(£50,000) - Savings bid COM10. (£40,000) Contribution from Primary Care Network. £246,487 Non-recurring items (as above).
Internal Income (Capital Salaries)	(202,500)	(281,360)	(78,860)	Higher costs towards capital salaries.
	384,924	585,367	200,443	
Homelessness				
Premises Costs	132,652	129,928	(2,724)	£1,000 Higher insurance premiums. (£3,724) Savings Bid COM07.
Supplies and Services	1,149,485	949,658	(199,827)	Non-recurring items to offset fixed term contract costs in People Services.
Capital Financing	83,963	83,963	0	No Variances.
Income	(1,580,000)	(1,747,767)	(167,767)	Additional grant income.
	(213,900)	(584,218)	(370,318)	
Housing Options				
Employee Costs	780,481	790,767	10,286	(£900) Savings bid COM07. (£8,158) Employee inflation. £606 Pension adjustments. £18,738 Non-recurring items to offset fixed term contracts in People Services.
Transport Related	6,000	5,000	(1,000)	Savings bid COM07.
Supplies and Services	5,179	4,144	(1,035)	Savings bid COM07.
	791,660	799,911	8,251	
Total People Services	1,869,246	1,861,044	(8,202)	
Total Communities	8,970,653	9,099,398	128,745	

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Corporate Directorate Base Budget 2025/26

	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Explanation
Communications				
Employee Costs	225,773	236,355	10,582	£9,812 Employee inflation.
Transport Related	2,238	2,238	0	No variances.
Supplies and Services	52,536	52,680	144	No major variances.
Capital Financing	55,954	55,954	0	No variances.
	336,501	347,227	10,726	
Corporate Delivery Unit				
Employee Costs	204,309	169,574	(34,735)	£21,309 Employee inflation. (£53,512) Savings bid CORP04. (£2,532) Pension adjustment.
Transport Related	600	600	0	No variances.
Supplies and Services	2,840	2,840	0	No variances.
	207,749	173,014	(34,735)	
Corporate Leadership Team				
Employee Costs	800,213	807,766	7,553	£17,539 Employee inflation. £4,862 Fixed term contract. (£13,045) Internal transfer. (£1,803) Pension adjustment.
Transport Related	10,575	10,575	0	No variances.
Supplies and Services	14,070	14,070	0	No variances.
	824,858	832,411	7,553	
Customer Services - Corporate				
Employee Costs	904,778	934,118	29,340	£57,132 Employee Inflation. £1,252 Pension adjustment. (£29,044) Complete fixed term contracts.
Transport Related	4,000	4,000	0	No variances.
Supplies and Services	59,032	62,332	3,300	£4,800 Subscription inflation. (£1,500) Internal transfer.
Capital Financing	54,056	54,056	0	No variances.
Income	(17,250)	(17,250)	0	No variances.
	1,004,616	1,037,256	32,640	
Human Resources & Payroll				
Employee Costs	417,616	360,555	(57,061)	£2,090 Employee inflation. (£51,781) Savings bid CORP01. (£7,370) Pension adjustment.
Transport Related	500	500	0	No variances.
Supplies and Services	34,760	26,900	(7,860)	Software saving.
Income	(1,000)	(1,000)	0	No variances.
	451,876	386,955	(64,921)	
Registration Services				
Employee Costs	152,858	159,956	7,098	£6,602 Employee inflation.
Premises Costs	2,600	2,600	0	No variances.
Transport Related	400	400	0	No variances.
Supplies and Services	60,929	62,425	1,496	Printing & postage inflation.
Income	(1,500)	(1,500)	0	No variances.
	215,287	223,881	8,594	
Reprographics				
Employee Costs	4,328	709	(3,619)	£3,603 Pension adjustment.
Transport Related	250	250	0	No variances.
Supplies and Services	35,290	35,290	0	No variances.
Income	(4,000)	(4,000)	0	No variances.
	35,868	32,249	(3,619)	
Tourist Information Centre				
Employee Costs	76,029	0	(76,029)	(£70,406) Savings bid CORP06. (£5,623) Pension adjustment.
Premises Costs	41,367	17,745	(23,622)	(£24,272) Savings bid CORP06.
Transport Related	85	0	(85)	Savings bid CORP06.
Supplies and Services	18,370	330	(18,040)	(£18,370) Savings bid CORP06.
Capital Financing	2,651	2,651	0	No variances.
Income	(30,170)	(10,000)	20,170	Savings bid CORP06.
	108,332	10,726	(97,606)	
Total Corporate	3,185,087	3,043,719	(141,368)	

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Place And Climate Change Base Budget 2025/26

Assistant Director - Planning

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
AD Planning				
Employee Costs	129,430	127,004	(2,426)	£4,200 Employee inflation. (£6,230) Internal transfer.
Transport Related Income	1,325 0	1,325 (10,000)	0 (10,000)	No variance. Savings bid PL12.
	130,755	118,329	(12,426)	
Building Control				
Employee Costs	534,796	547,287	12,491	£20,851 Employee inflation. £6,230 Internal transfer. (£2,450) Saving bid PL01. (£12,806) Non recurring employee costs.
Transport Related Supplies and Services Income	22,563 15,940 (487,500)	18,764 14,270 (517,642)	(3,799) (1,670) (30,142)	Savings bid PL01. Savings bid PL01. Savings bid PL02.
	85,799	62,679	(23,120)	
Conservation, Design & Landscape				
Employee Costs	429,634	344,405	(85,229)	£14,094 Employee inflation. (£94,932) Non recurring employee costs. (£6,278) Pension adjustment.
Transport Related Supplies and Services	9,796 14,250	7,909 31,350	(1,887) 17,100	No major variances. £16,000 Internal transfer. £2,000 Contribution inflation.
	453,680	383,664	(70,016)	
Development Management				
Employee Costs	1,504,791	1,428,532	(76,259)	£74,032 Employee inflation. (£87,951) Savings bid PL03. (£61,453) Non recurring employee costs.
Transport Related Supplies and Services	28,124 56,950	26,824 57,750	(1,300) 800	Savings bid PL01. £6,725 Subscription inflation. (£5,925) Savings bid PL01.
Capital Financing Income	76,501 (900,000)	76,501 (1,077,500)	0 (177,500)	No variance. (£75,000) Savings bid PL11. (£102,500) Savings identified in 24/25.
	766,366	512,107	(254,259)	
Planning Enforcement Team				
Employee Costs	226,762	202,310	(24,452)	£13,933 Employee inflation. (£26,519) Non recurring employee costs. (£11,000) Savings bid PL03.
Transport Related Supplies and Services	8,650 4,650	7,275 4,650	(1,375) 0	No major variances. No variance.
	240,062	214,235	(25,827)	
Planning Policy				
Employee Costs	415,825	397,744	(18,081)	£15,166 Employee inflation. (£18,500) Savings bids PL01/PL03. (£7,500) Savings identified in 24/25. (£4,745) Pension adjustment. (£2,500) Non recurring employee costs.
Transport Related Supplies and Services	7,106 201,350	7,108 117,200	2 (84,150)	No major variances. (£63,000) Non recurring local plan fees. (£16,000) Internal transfer. (£5,150) Savings bid PL01.
	624,281	522,052	(102,229)	

Place And Climate Change Base Budget 2025/26

Assistant Director - Planning

Service	Base Budget 2024/25	Base Budget 2025/26	Movement	Variance Explanation
	£	£	£	
Property Information				
Employee Costs	122,915	131,690	8,775	£8,460 Employee inflation.
Transport Related	100	100	0	No variance.
Supplies and Services	131,210	97,790	(33,420)	(£25,000) Internal transfer (£10,000) Reduced search fees.
Income	(235,950)	(178,450)	57,500	£25,000 Internal transfer £32,500 Reduced income.
	18,275	51,130	32,855	
Total Planning	2,319,218	1,864,196	(455,022)	

Place And Climate Change Base Budget 2025/26

Assistant Director - Sustainable Growth

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Ad Sustainable Growth				
Employee Costs	92,427	94,934	2,507	£2,277 Employee inflation.
Transport Related	1,944	1,944	0	No variance.
Supplies and Services	200	200	0	No variance.
	94,571	97,078	2,507	
Business Growth Staffing				
Employee Costs	290,110	243,910	(46,200)	£12,961 Employee inflation. (£57,000) Saving bids PL09/PL14.
Transport Related	5,456	5,376	(80)	No major variances.
Supplies and Services	100	100	0	No variance.
Capital Salaries	(3,453)	0	3,453	Non recurring employee costs.
	292,213	249,386	(42,827)	
Coast Protection				
Employee Costs	282,058	356,548	74,490	£68,760 Externally funded posts. £5,730 Pension adjustment.
Premises Costs	156,000	156,038	38	No major variances.
Transport Related	3,194	944	(2,250)	Non recurring costs.
Supplies and Services	85,450	64,950	(20,500)	(£20,000) Saving bid PL04.
Capital Financing	503,880	503,880	0	No variance.
Capital Salaries	0	(331,748)	(331,748)	External funding.
	1,030,582	750,612	(279,970)	
Coastal Management				
Employee Costs	367,437	346,510	(20,927)	£25,172 Externally funded posts. £10,540 Employee inflation. (£51,000) Complete capital salaries. (£3,000) Savings bid PL05.
Transport Related	9,719	11,163	1,444	No major variances.
Supplies and Services	4,620	2,620	(2,000)	Savings bid PL06.
Income	(45,000)	(69,057)	(24,057)	Externally funded posts.
Capital Salaries	(51,000)	0	51,000	Complete capital salaries.
	285,776	291,236	5,460	
Economic Growth				
Employee Costs	2,000	700	(1,300)	No major variances.
Premises Costs	6,490	5,180	(1,310)	No major variances.
Supplies and Services	658,500	49,500	(609,000)	(£597,500) Reduced grant expenditure. (£8,300) Savings bid PL09. (£4,500) Savings identified in 24/25.
Capital Financing	47,792	47,792	0	No variance.
Income	(597,500)	0	597,500	Reduced grant income.
	117,282	103,172	(14,110)	
Environmental Strategy				
Employee Costs	204,714	169,823	(34,891)	£8,081 Employee inflation. £3,014 Externally funded post. (£44,135) Non recurring employee costs.
Transport Related	2,090	1,146	(944)	No major variances.
Supplies and Services	101,050	71,050	(30,000)	Non recurring expenditure.
Income	(10,000)	(42,391)	(32,391)	Externally funded posts.
	297,854	199,628	(98,226)	
Housing Strategy				
Employee Costs	135,546	135,187	(359)	No major variances.
Transport Related	1,644	1,644	0	No variance.
Supplies and Services	21,000	11,000	(10,000)	Savings bid PL10.
Capital Financing	761,647	761,647	0	No variance.
	919,837	909,478	(10,359)	

Place And Climate Change Base Budget 2025/26

Assistant Director - Sustainable Growth

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Tourism				
Supplies and Services	68,050	56,000	(12,050)	Savings bids PL08/PL09.
	68,050	56,000	(12,050)	
Total Economic Growth	3,106,165	2,656,590	(449,575)	
Total Place and Climate Change	5,425,383	4,520,786	(904,597)	

Resources Base Budget 2025/26

Assistant Director Finance Assets and Revenues

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Ad Finance, Assets and Revenues				
Employee Costs	81,418	94,103	12,685	£4,681 Inflation, £7,894 Growth related to training, Golden Hello payment and Deputy S151 supplement.
Transport Related	1,219	1,219	0	No variances.
Supplies and Services	110	160	50	Subsistence inflation.
	82,747	95,482	12,735	
Admin Buildings				
Premises Costs	530,115	559,572	29,457	£26,235 Utilities, £3,903 Business Rates, £2,219 Contract & Window Cleaning, £4,500 Tree works/maintenance, and (£7,630) Reduction in insurance premiums.
Supplies and Services	29,315	35,764	6,449	£8,763 Telephone Rental & Maintenance. Transfers of budget £3,534 Engineering insurance from Property Services. (£5,000) Savings bid RES06.
Transfer Payments	154,957	149,849	(5,108)	Reduction in Internal Service Charges (NNDC share of running costs for Fakenham, Cromer and North Walsham).
Capital Financing Income	30,487 (452,007)	30,487 (467,356)	0 (15,349)	No variances. See Note A Below:
	292,867	308,316	15,449	
Note A: (£14,270) Recharge increase to tenants for Electricity, Gas, Water and Insurance. £2,500 Reduction of rental income. Saving bid offered (£8,679) RES06. Transfers of budget £5,108 Reduction in Internal Service Charges (NNDC share of running costs for Fakenham, Cromer and North Walsham).				
Amenity Lighting				
Premises Costs	61,221	43,221	(18,000)	(£8,000) Savings bid RES07. (£10,000) Other savings.
	61,221	43,221	(18,000)	
Benefits Subsidy				
Transfer Payments	18,544,784	20,021,089	1,476,305	Based on mid year estimate of expenditure - subsidy based on 100% including recoverable overpayments.
Income	(18,544,784)	(20,021,089)	(1,476,305)	Based on mid year estimate of expenditure - subsidy based on 100% including recoverable overpayments.
	0	0	0	
Car Parking				
Premises Costs	759,706	771,170	11,464	£5,000 R&M Plant Service Contract, £9,425 Business Rates, £4,729 Electricity, £1,500 tree works/maintenance. (£10,000) Savings bid RES07.
Supplies and Services	350,925	362,425	11,500	£10,600 Management Fee inflation.
Capital Financing Income	55,829 (3,156,799)	55,829 (3,851,874)	0 (695,075)	No variances. See Note A Below:
Internal Income	(20,000)	(10,000)	10,000	Market income transfer reduced to match charge agreed.
	(2,010,339)	(2,672,450)	(662,111)	
Note A: Growth £79,000 prior year saving (Meadow Road expansion) not achievable as capital funds not available. (£20,000) Additional income in relation to Revenue Contribution to Capital Outturn (Weybourne). (£733,000) Savings bids CORP02/CORP03 . Transfer of budget (£21,075) from Other Lettings to increase rental income.				
Central Costs				
Employee Costs	35,500	35,500	0	No variances.
Supplies and Services	15,500	15,500	0	No variances.
	51,000	51,000	0	

	Base Budget 2024/25	Base Budget 2025/26	Movement	Variance Explanation
Service	£	£	£	
Chalets/Beach Huts				
Premises Costs	35,758	37,158	1,400	Increase in utility costs.
Supplies and Services	18,700	20,200	1,500	Other professional fees and Marketing increases.
Capital Financing	4,530	4,530	0	No variances.
Income	(323,570)	(332,000)	(8,430)	£8,570 Removal of recharge for Insurance. (£17,000) Rental Income.
	(264,582)	(270,112)	(5,530)	
Community Centres				
Premises Costs	12,670	11,280	(1,390)	Premises insurance decrease.
Capital Financing	1,460	1,460	0	No variances.
	14,130	12,740	(1,390)	
Corporate & Democratic Core				
Employee Costs	0	437	437	Reception cover for full council.
Transport Related	100	100	0	No variances.
Supplies and Services	635,035	491,415	(143,620)	(£150,000) Saving Audit Fees. £6,380 Consultancy and Bank Charges.
	635,135	491,952	(143,183)	
Corporate Finance				
Employee Costs	552,808	581,559	28,751	£33,339 Employee Inflation. (£3,991) Superannuation saving.
Transport Related	1,044	1,044	0	No variances.
Supplies and Services	28,423	32,008	3,585	Budget Transfer £2,261 in relation to Subscriptions from Property Services. Other minor inflation.
Capital Financing	13,631	13,631	0	No variances.
	595,906	628,242	32,336	
Cromer Pier				
Premises Costs	172,000	155,590	(16,410)	(£6,410) Premises Insurance decrease and (£10,000) Savings bid RES07.
Supplies and Services	4,000	21,000	17,000	Growth in relation to Condition Surveys.
Capital Financing	72,849	72,849	0	No variances.
	248,849	249,439	590	
Estates				
Employee Costs	244,102	250,040	5,938	£9,190 Employee Inflation. (£3,252) Pension adjustments.
Premises Costs	6,660	5,840	(820)	Premises insurance.
Transport Related	4,000	4,000	0	No variances.
Supplies and Services	26,000	25,600	(400)	Savings bid RES06.
Income	0	(2,780)	(2,780)	Shared Equity Insurance recharges to tenants.
Capital Salaries	(11,714)	(1,800)	9,914	Reduction in Employee costs charged to Capital Projects.
	269,048	280,900	11,852	
Industrial Estates				
Premises Costs	29,126	34,519	5,393	£3,630 Premises Insurance increase. £1,500 tree works/maintenance.
Supplies and Services	0	0	0	No variances.
Capital Financing	24,189	24,189	0	No variances.
Income	(218,006)	(236,353)	(18,347)	(£7,500) Rental income, (£3,352) Increased recharges to tenants for insurance and (£7,445) Savings bid RES06.
	(164,691)	(177,645)	(12,954)	

	Base Budget 2024/25	Base Budget 2025/26	Movement	Variance Explanation
Service	£	£	£	
Insurance & Risk Management				
Employee Costs	50,350	58,150	7,800	£5,880 Employers Liability and £1,550 Fidelity Guarantee increased costs.
Premises Costs	310	0	(310)	Removal of Premises Insurance - Consequential Loss
Transport Related	9,210	11,670	2,460	Vehicle Insurance increase.
Supplies and Services	143,070	154,010	10,940	£13,680 Public Liability increase, (£2,070) All Risks Insurance decrease.
	202,940	223,830	20,890	
Internal Audit				
Supplies and Services	88,200	90,846	2,646	Audit Fee increase.
	88,200	90,846	2,646	
Investment Properties				
Premises Costs	211,321	216,396	5,075	See Note A Below:
Supplies and Services	2,219	2,079	(140)	Budget Transfers in relation to: (£700) to Premises costs and £464 Engineering insurance from Property Services. Minor inflation.
Capital Financing	111,696	111,696	0	No variances.
Income	(289,799)	(221,927)	67,872	See Note B Below:
	35,437	108,244	72,807	
Note A: £10,153 Electricity, £1,500 tree works/maintenance, Premises Insurance (£9,780) decrease, Other minor inflation £2,708 and (£206) Savings bid RES06 . Budget Transfer of £700 from Supplies and Services.				
Note B: Transfer of budget £21,075 to Car Parking rental income (in-line with where actuals are being posted). £32,528 Service Charge Income reduced for Rocket House (25/26 only) due to repair works. £8,663 Permanent Growth in relation to Rental Income. (£2,133) Increase in Internal Service Charges (NNDC share of running costs for Public Conveniences). £9,290 Decreased insurance charges to tenants and (£1,551) increased service charge income.				
Non Distributed Costs				
Employee Costs	268,000	276,280	8,280	3% increase.
IAS 19 Adjustment	(268,000)	(276,280)	(8,280)	Pension adjustment.
	0	0	0	
Playgrounds				
Premises Costs	29,660	31,450	1,790	£1,500 tree works/maintenance. Minor inflation in relation to Grounds Maintenance and Premises Insurance.
Supplies and Services	63,500	63,237	(263)	Savings bid RES08.
	93,160	94,687	1,527	
Poppyfields				
Premises Costs	3,425	3,425	0	No variances.
Supplies and Services	20,100	20,100	0	No variances.
	23,525	23,525	0	
Property Services				
Employee Costs	638,005	597,381	(40,624)	See Note A Below:
Premises Costs	1,820	2,040	220	Insurance Inflation.
Transport Related	28,342	29,850	1,508	(£4,434) Permanent savings identified in 2024/25. £5,942 Car Lease payment.
Supplies and Services	34,131	20,261	(13,870)	(£8,840) Engineering Insurance transferred to various budgets. (£2,261) Subscription budget transferred to Accountancy. (£3,000) Savings bid RES08.
Capital Financing	16,354	16,354	0	No variances.
	718,652	665,886	(52,766)	

Note A: (£49,762) Permanent savings identified in 2024/25. (£4,532) Savings standby payments. (£8,600) Savings bid RES08. £25,542 Employee Inflation. (£3,272) Pension adjustment.

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Public Conveniences				
Premises Costs	759,501	757,590	(1,911)	See Note A Below:
Supplies and Services	41,000	41,100	100	Cleansing Contract Inflation.
Transfer Payments	15,091	17,224	2,133	Increase in Internal Service Charges to Rocket House toilets.
Capital Financing	139,989	139,989	0	No variances.
Income	(8,000)	0	8,000	One off additional income for 24/25 removed for future years.
	947,581	955,903	8,322	
Note A:	£34,080 Rent/Hire of Buildings (Weybourne toilets), £12,340 Electricity, £5,715 Contract Cleaning, (£4,770) reduction in Insurance Premiums. (£50,000) Savings bids RES07/RES13.			
Revenue Services				
Employee Costs	946,779	1,014,776	67,997	See Note A Below:
Transport Related	900	1,844	944	Lump sum travelling allowance.
Supplies and Services	176,573	183,173	6,600	Inflation in relation to: £4,500 Postage Direct Costs and £2,000 Annual Billing.
Income	(454,130)	(454,130)	0	No variances.
	670,122	745,663	75,541	
Note A:	£60,961 Employee Inflation. £40,007 Permanent Growth as a result of Empty Homes & Revenue Generation Officer post being made permanent in 24/25. (£35,980) Net movement of posts funded by reserves. £3,009 Pension adjustment.			
Surveyors Allotments				
Premises Costs	5,000	6,500	1,500	Growth in relation to tree works/maintenance.
Income	(50)	(50)	0	No variances.
	4,950	6,450	1,500	
Total Finance, Assets and Revenues	2,595,858	1,956,119	(639,739)	

Resources Base Budget 2025/26

Assistant Director Legal and Governance

Service	Base Budget 2024/25 £	Base Budget 2025/26 £	Movement £	Variance Explanation
Ad Legal and Governance				
Employee Costs	102,287	104,960	2,673	Employee Inflation. £251 Pension adjustment.
Transport Related	2,194	2,194	0	No variances.
Supplies and Services	800	800	0	No variances.
	105,281	107,954	2,673	
It - Support Services				
Employee Costs	1,122,986	1,100,848	(22,138)	See Note A Below:
Transport Related	800	800	0	No variances.
Supplies and Services	1,039,761	1,018,634	(21,127)	See Note B Below:
Capital Financing	206,587	206,587	0	No variances.
	2,370,134	2,326,869	(43,265)	
Note A: £37,174 Employee Inflation. (£18,263) Net movement of posts funded by reserves. (£7,722) Reduction of costs in relation to Fixed Term Contracts. (£2,265) Pension adjustments. (£35,062) Savings bids RES03/RES04. Transfer of budget £4,000 from Supplies and Services.				
Note B: £34,933 Software. Transfer of budget (£4,000) to Employee Costs. £2,500 Growth in relation to unachievable saving in 24/25 due to statutory requirements. (£55,200) Savings bids RES05/RES10/RES12.				
Legal Services				
Employee Costs	470,954	565,582	94,628	£24,711 Employee Inflation. £1,986 Supplements payable. £56,460 One off Growth for fixed term Local Government Lawyer. £4,579 Fixed Term post funded by reserves. £6,892 Pension adjustment.
Transport Related	3,588	3,588	0	No variances.
Supplies and Services	79,810	79,810	0	No variances.
Income	(50,000)	(55,000)	(5,000)	Savings bid RES01.
	504,352	593,980	89,628	
Members Services				
Employee Costs	191,420	223,125	31,705	£33,527 Employee Inflation. (£2,500) Savings bid RES02. £678 Pension adjustment.
Transport Related	7,981	7,981	0	No variances.
Supplies and Services	409,805	406,967	(2,838)	£4,162 Members Basis Allowance. (£6,500) Savings bids RES02 and (£500) PL13.
	609,206	638,073	28,867	
Total Legal and Governance	3,588,973	3,666,876	77,903	
Total Resources	6,184,831	5,622,995	(561,836)	

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Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget		Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25	2024/25							
	£	£	£	£	£	£	£	£	£	£	£
Our Greener Future											
Cromer Offices LED Lighting Programme	172,000	62,879	109,121	0	109,121	0	0	0	0	0	0
Cromer Coast Protection Scheme	18,469,916	8,220,258	10,249,658	9,936,782	312,877	0	0	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	62,069	27,931	14,595	13,336	0	0	0	0	0	0
Coastal Adaptations (Cliff Protection)	247,493	2,503	244,990	0	244,990	0	0	0	0	0	0
Mundesley Coastal Management Scheme	9,881,227	2,080,964	7,637,263	3,982,515	3,654,748	163,000	0	0	0	0	0
Coastal Management Fund	950,000	108,250	341,750	0	341,750	250,000	250,000	0	0	0	0
Coastwise	14,609,914	176,834	2,702,403	409,211	2,293,192	5,583,051	6,147,712	0	0	0	0
Purchase of Bins	600,000	Annual Programme	146,285	48,450	97,835	150,000	150,000	150,000	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	0	65,180	0	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	0	400,000	139,061	260,939	0	0	0	0	0	0
Solar PV Panels at Victory Swim and Fitness Centre	200,000	6,713	193,288	168,502	24,786	0	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	0	150,000	1,281	148,719	0	0	0	0	0	0
Coastal Defences	600,000	0	150,000	78,416	71,584	150,000	150,000	150,000	0	0	0
			22,451,187	14,778,813	7,672,374	6,296,051	6,697,712	300,000	0	0	0

Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval £	Pre 2024/25 Expenditure £	Updated Budget		Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
Developing Our Communities										
Public Conveniences (Fakenham & Wells)	986,963	966,963	20,000	1,508	18,492	0	0	0	0	0
Public Conveniences (Sheringham & North Walsham)	545,514	439,772	105,742	83,129	22,614	0	0	0	0	0
Public Conveniences - Albert Street, Holt	332,552	11,572	320,979	219,936	101,043	0	0	0	0	0
Countryside Machinery	38,465	36,508	1,957	0	1,957	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,134,000	857,742	276,258	146,993	129,265	0	0	0	0	0
3G Facilities	860,000	12,432	847,568	0	847,568	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	4,725	995,275	16,001	979,274	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,598,276	262,724	9,901	252,823	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0
New Play Area (Sheringham, The Lees)	65,000	0	65,000	48,571	16,429	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,850,000	87,362	2,553,638	366,157	2,187,481	8,209,000	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	0	405,000	17,256	387,744	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	0	93,500	75,510	17,990	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
			6,284,864	984,962	5,299,902	8,209,000	0	0	0	0

Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget		Actual Expenditure	Remaining Budget (Forecasted YE Spend) 2024/25	Budget	Budget	Budget	Budget	Budget
			2024/25	2024/25			2025/26	2026/27	2027/28	2028/29	2029/30
	£	£	£	£	£	£	£	£	£	£	£
Meeting Our Housing Needs											
Disabled Facilities Grants	1,475,730	Annual Programme	1,875,730	1,016,012	859,718	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Compulsory Purchase of Long-Term Empty Properties	930,000	500,528	429,472	45,637	383,835	0	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	0
Provision of Temporary Accommodation	4,846,584	4,268,277	578,307	490,045	88,262	0	0	0	0	0	0
Housing S106 Enabling	2,500,000	836,000	1,064,000	150,000	914,000	300,000	300,000	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	0	340,000	0	0	0	0	0	0
Local Authority Housing Fund	1,040,000	728,000	312,000	312,000	0	0	0	0	0	0	0
			4,827,670	2,013,694	2,813,977	1,700,000	1,700,000	1,400,000	1,400,000	1,400,000	1,400,000

Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget		Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£	£	£	£	£	£	£	£	£	£
Investing In Our Local Economy And Infrastructure										
Sheringham Enabling Land	110,000	31,536	78,464	0	78,464	0	0	0	0	0
Rocket House	1,077,085	62,691	1,014,394	47,960	966,434	0	0	0	0	0
Fakenham Connect/Crinkle Crankle Wall	297,337	291,737	5,600	1,652	3,948	0	0	0	0	0
North Walsham Heritage Action Zone	4,034,457	3,879,303	155,154	5,721	149,433	0	0	0	0	0
Fakenham Urban Extension	1,800,000	218,538	1,581,462	1,581,462	0	0	0	0	0	0
Property Acquisitions	710,000	5,216	704,784	3,825	700,959	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	0	124,928	0	0	0	0	0
Marrams Building Renovation	50,000	1,675	48,325	0	48,325	0	0	0	0	0
Car Parks Refurbishment	601,000	78,665	252,335	50,426	201,908	210,000	60,000	0	0	0
Marrams Footpath and Lighting	50,000	275	49,725	52,352	(2,627)	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	175,000	37,887	137,113	37,251	99,862	0	0	0	0	0
UK Shared Prosperity Fund	404,459	165,826	238,633	231,806	6,827	0	0	0	0	0
Rural England Prosperity Fund	1,457,848	364,463	1,093,385	1,093,388	(3)	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	115,638	34,362	33,088	1,275	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	0	55,000	0	0	0	0	0
The Lees Walkway and Structural Works	34,258	534	33,723	43,288	(9,564)	0	0	0	0	0
Collectors Cabin Roof	30,000	0	30,000	0	30,000	0	0	0	0	0
			5,637,387	3,182,218	2,455,169	210,000	60,000	0	0	0

Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval £	Pre 2024/25 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	300,000	Annual Programme	82,138	1,873	80,264	60,000	60,000	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	14,000	0	0	0	0	0
Financial Management System	295,000	291,966	3,034	0	3,034	0	0	0	0	0
Server Replacement	100,000	43,673	56,327	0	56,327	0	0	0	0	0
New Revenues and Benefits System	200,720	0	98,720	0	98,720	102,000	0	0	0	0
Replacement Storage Hardware	150,000	0	150,000	131,159	18,841	0	0	0	0	0
Customer Services C3 Software	23,400	0	23,400	0	23,400	0	0	0	0	0
			427,619	133,032	294,587	162,000	60,000	0	0	0
Totals			39,628,727	21,092,719	18,536,008	16,577,051	8,517,712	1,700,000	1,400,000	1,400,000

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2024/25 Capital Programme Financing Table	Budget 2024/25	Actual 2024/25	Remaining Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
Grants	27,630,458	18,120,357	9,510,101	14,373,328	7,147,712	1,000,000	1,000,000	1,000,000
Other Contributions	2,127,014	901,265	1,225,749	718,723	300,000	0	0	0
Reserves	2,447,783	963,949	1,483,833	0	0	0	0	0
Revenue Contribution to Capital (RCCO)	0	0	0	0	0	0	0	0
Capital receipts	3,394,654	509,412	2,885,242	712,000	610,000	300,000	0	0
Borrowing	4,028,818	597,737	3,431,082	773,000	460,000	400,000	400,000	400,000
Total	39,628,727	21,092,719	18,536,008	16,577,051	8,517,712	1,700,000	1,400,000	1,400,000

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Reserves Statement 2025/26 Onwards

Reserve	Purpose and Use of Reserve	Balance 01/04/22 £	Outturn Movement 2022/23 £	Balance 01/04/23 £	Outturn Movement 2023/24 £	Balance 01/04/24 £	Budgeted Movement 2024/25 £	Forecast 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.	3,276,687	(161,864)	3,114,823	(891,501)	2,223,322	(4,043)	2,219,279	(7,992)	2,211,287	0	2,211,287	0	2,211,287	0	2,211,287
Earmarked Reserves:																
Capital Projects	To provide funding for capital developments and purchase of major assets.	555,618	0	555,618	(70,910)	484,708	(484,708)	0	0	0	0	0	0	0	0	0
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	882,030	(35,923)	846,107	(243,732)	602,375	(310,033)	292,342	0	292,342	0	292,342	0	292,342	0	292,342
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	749,248	(23,426)	725,822	0	725,822	(46,622)	679,200	(51,567)	627,633	0	627,633	0	627,633	0	627,633
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	224,115	0	224,115	(78,316)	145,799	(122,542)	23,257	(19,874)	3,383	0	3,383	0	3,383	0	3,383
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	3,516,233	(1,687,078)	1,829,155	(1,190,780)	638,375	(18,000)	620,375	(18,000)	602,375	(18,000)	584,375	(18,000)	566,375	(18,000)	548,375
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	299,889	166,400	466,288	(224,754)	241,534	(265,738)	(24,204)	0	(24,204)	0	(24,204)	0	(24,204)	0	(24,204)
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	569,776	(163,226)	406,550	(106,059)	300,491	(131,550)	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.	4,326,421	(1,202,392)	3,124,029	(902,928)	2,221,101	(1,898,768)	322,333	(80,000)	242,333	0	242,333	0	242,333	0	242,333
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	197,621	34,800	232,421	(54,095)	178,326	(10,000)	168,326	0	168,326	0	168,326	0	168,326	0	168,326
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	103,000	83,015	186,015	(123,015)	63,000	60,000	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.	90,125	(29,635)	60,490	(14,528)	45,962	0	45,962	0	45,962	0	45,962	0	45,962	0	45,962
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	311,193	183,283	494,476	520,798	1,015,274	0	1,015,274	0	1,015,274	0	1,015,274	0	1,015,274	0	1,015,274
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,357,656	262,700	2,620,356	66,340	2,686,696	(77,969)	2,608,727	(85,159)	2,523,568	(49,148)	2,474,420	(19,780)	2,454,640	(9,020)	2,445,620
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,107,358	166,678	2,274,036	(851,588)	1,422,448	(356,479)	1,065,969	(56,299)	1,009,670	(57,406)	952,264	(58,535)	893,729	0	893,729
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Reserves Statement 2025/26 Onwards

Reserve	Purpose and Use of Reserve	Balance	Outturn	Balance	Outturn	Balance	Budgeted	Forecast	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	
		01/04/22	Movement	01/04/23	Movement	01/04/24	Movement	Movement	Balance	Movement	01/04/26	Movement	01/04/27	Movement	01/04/28	Movement
		£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	0	339,152	(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.	124,323	(30,871)	93,452	(4,538)	88,914	(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.	329,207	258,772	587,979	(130,000)	457,979	(55,600)	402,379	0	402,379	0	402,379	0	402,379	0	402,379
Net Zero Initiatives	to support the Councils Net Zero programme	0	500,000	500,000	(28,143)	471,857	(22,000)	449,857	(300,000)	149,857	0	149,857	0	149,857	0	149,857
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	222,543	0	222,543	(76,394)	146,149	(150,000)	(3,851)	(83,763)	(87,614)	0	(87,614)	0	(87,614)	0	(87,614)
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	173,097	(17,873)	155,224	(43,003)	112,221	(26,123)	86,098	0	86,098	0	86,098	0	86,098	0	86,098
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	89,566	0	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.	217,926	198,965	416,891	(128,965)	287,926	(37,300)	250,626	46,763	297,389	50,000	347,389	50,000	397,389	50,000	447,389
Restructuring & Investment to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	898,995	(234,987)	664,008	53,043	717,051	(45,456)	671,595	0	671,595	0	671,595	0	671,595	0	671,595
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	500,000	0	500,000	(200,000)	300,000	(300,000)	0	0	0	0	0	0	0	0	0
Total Reserves		22,611,779	(1,732,663)	20,879,116	(4,723,068)	16,156,048	(4,428,031)	11,728,018	(600,470)	11,127,548	(14,554)	11,112,994	13,685	11,126,679	82,980	11,209,659

NB: Due to Continuing work on the Statement of Accounts 2023/24 the 2023/24 Reserve position may be subject to change

Capital Bids 2025/26

Scheme	Total Scheme Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Additional Revenue Budget Implications £	Description
Our Greener Future								
Fakenham Sports Centre Decarbonisation	514,300	171,400	342,900	0	0	0	Borrowing costs	Decarbonisation & energy saving measures to the Fakenham Sports Centre including: - Air source heat pump (£275k). - Solar panels (£100k). - General improvements (e.g. control valves on radiators, louvres in sports hall & sealing external doors - £50k). These works will contribute in meeting the Council's Net Zero target by 2030.
Developing Our Communities								
Itteringham Shop Roof Renovation	20,000	20,000	0	0	0	0		The Council owns the Itteringham Community Shop. It is a listed building. As a landlord to a community group who run the premises as a shop and post office the Council has an obligation to maintain the building. The roof needs renovating to address leaking and damp issues and the work will reduce need to carry out ongoing repairs and maintenance.
Holt County Park Septic Tank	30,000	30,000	0	0	0	0		Increasing use of Holt County Park is resulting in some adverse consequences one of which is that the septic tank for the toilets appears to too small to cope with the increase in the toilet use as it needs to be emptied more frequently and becomes blocked more regularly. The tank will be inspected to identify if it is no longer fit for purpose. This bid is to install a new septic tank if required.
Public Conveniences Renovation, Holt Country Park	50,000	50,000	0	0	0	0		Now that a mains power supply is being installed it provides the opportunity to refurbish and improve the existing public conveniences by: - Replacing the roof, guttering and fascia. - Insulating the ceilings and walls to improve the energy efficiency. - Installing light tunnels to increase the amount of natural light. - Installing LED fittings with motion sensors to improve the energy efficiency. - Installing energy efficient hand dryers.
Meeting our Housing Needs								
Council Owned Temporary Accommodation	1,400,000	1,400,000	0	0	0	0	£17k annual running costs (£36k) annual rental income. (£19k net). Borrowing costs	The Council owns 25 properties which are used for temporary accommodation. This funding would enable the Council to acquire more properties. Assuming an average cost of £280k per property then 5 further properties could be bought for the £1.4m investment. This approach to providing TA is a cheaper option than placing families in B&B accommodation and so helps to reduce the costs of providing TA. The number of people presenting as homeless continues to increase annually and with further government regulation being proposed for the private rent sector, it is anticipated this will lead to an increase in homeless families and individuals.
Investing In Our Local Economy And Infrastructure								
Path, Lighting and Railings Replacement, Marrams Pathway, Cromer	240,000	240,000	0	0	0	0		This current work on the Marrams footpath and footway lighting could be extended to replace the rest of the footpath slabs with tarmac and the footway lighting to improve safety if funding is made available. It is proposed that the funding would also cover the replacement of the handrails along sections of this well-used pathway.
Sunken Gardens Improvements, Marrams, Cromer	150,000	150,000	0	0	0	0	Revenue budget would be required to maintain water features.	The Marrams Sunken Gardens in Cromer are currently in a state of disrepair and something needs to be done with the area. The scheme is to redesign of the sunken gardens as there are several issues to be addressed namely: - The single brick wall along the pathway is becoming unsafe and needs rebuilding properly. - The water features in the gardens no longer function. Rainwater is accumulating and stagnating. Vermin are becoming a problem in the gardens. It is proposed the gardens are either removed or redesigned. - The walkway through the gardens needs replacing as it has become a high trip risk and complaints/insurance claims have been received for these pathways.

Scheme	Total Scheme Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Additional Revenue Budget Implications £	Description
Weybourne Car Park Improvements	20,000	20,000	0	0	0	0	Increased car parking income for Weybourne.	This will deliver improvements to Weybourne car park by widening the access, installing access barriers and putting fencing around the car parking which doesn't currently exist. A Traffic Regulation Order will also be requested to restrict vehicles parking on the lower end of Beach Road. This will generate additional revenue income for the Council and improve traffic flow.
A Strong, Responsible And Accountable Council								
Property Services Asset Management Database	30,000	30,000	0	0	0	0	£2k additional software budget required for annual fees.	The current contract for the Property Services asset management database will expire at the end of June 2025. A new system needs to be procured and it is estimated that it will cost £30k to purchase and implement a new system. The system is required to record compliance works, servicing, construction works, to hold historic and live information for all of the Council's assets, to hold information about lease agreements and land ownership and to hold Corporate Health & Safety information etc.
Replacement of Uninterruptible Power Supply	40,000	40,000	0	0	0	0		The current two uninterruptible power supplies are reaching end of life (20 years old) and require replacing to prevent future large-scale IT issues during power outages (such as mass data corruption). The bid is to replace the dual uninterruptible power supply to run the entire server room should there be a power outage.
Expenditure Totals	2,494,300	2,151,400	342,900	0	0	0		

Financing					
	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £
Grants	150,000	0	0	0	0
Other Contributions	80,000	0	0	0	0
Reserves	21,400	278,600	0	0	0
Revenue Contribution	20,000	0	0	0	0
Capital Receipts	90,000	0	0	0	0
Internal / External Borrowing	1,790,000	64,300	0	0	0
TOTAL FINANCING	2,151,400	342,900	0	0	0

xref	Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income	2028/29 Savings /Income
COMMUNITIES										
1	Emily Capps	Environmental Health and Leisure Services	Increase Charges for Dog Waste and Litter Bins	NNDC empties litter bins and dog waste bins on behalf of town and parish councils. This is charged per lift, this proposal suggests an increase in charge from 25p to 50p for Dog Bins and 10p to 20p for Litter bins.	I	P	2,905	9,600	9,600	8,000
2	Emily Capps	Environmental Health and Leisure Services	Garden Waste Bins	This additional income is generated by an increase in the charge for the discretionary garden waste service, from £60 per year to £65 for direct debit customers. This benchmarked against neighbouring authorities appears to be a reasonable increase. The income also reflects an increase in customers by a further 200 customers.	I	P	65,809	114,006	188,406	263,564
3	Emily Capps	Environmental Health and Leisure Services	General Environmental Health Savings	A collection of savings from the Environmental Protection, Public Protection, Environmental Services and Civil Contingencies Budgets. Including training, equipment and professional services.	S	P	23,500	23,500	23,500	23,500
4	Emily Capps	Environmental Health and Leisure Services	Various savings Leisure and Localities	A collection of savings from the following areas: water and sewerage - putting and bowling greens, R & M - Leisure Centres, Fixture and fittings - Foreshore and income from the NN Youth Advisory Board which will contribute to the Countryside Service costs in the coming year.	S	P	42,848	32,848	32,848	32,848
5	Emily Capps	Environmental Health and Leisure Services	Sampling Assistant	The Sampling Assistant (Private Water, Shellfish and Dairies) retired in September 2024- rather than fill this vacancy this work can be undertaken by the Environmental Protection Rangers.	S	P	21,950	21,950	21,950	21,950
6	Emily Capps	Environmental Health and Leisure Services	Countryside events	Countryside events.	I	P	5,000	5,000	5,000	5,000
7	Emily Capps	Environmental Health and Leisure Services	Reduced out of hours service	Reduced out of hours service.	S	P	4,600	4,600	4,600	4,600
8	Emily Capps	Environmental Health and Leisure Services	Seasonal Foreshore Service	Seasonal Foreshore Service.	S	P	14,950	14,950	14,950	14,950
9	Karen Hill	People Services	General savings	Early Help & Prevention Service -Misc. savings offered. £500 training, £500 equipment, £200 PPE, £1,000 travel.	S	P	2,200	2,200	2,200	2,200
10	Karen Hill	People Services	Misc. Savings - Housing Options	Various budget savings totalling £6,659.	S	P	6,659	6,659	6,659	6,659
11	Karen Hill	People Services	Information, Advice and Guidance funding (IAG)	Reduction of funding in IAG budget from £77,323 to £34,000	S	P	54,323	43,323	43,323	43,323
12	Karen Hill	People Services	People Services Staffing	Staffing savings as a result of vacancies and reduced working hours. Whilst this is offered as a permanent budget saving there could be the need to review this at a later date, depending on work pressures.	S	P	122,848	122,848	122,848	122,848
13	Karen Hill	People Services	Fixed term contract overheads	Fixed term contract overheads funded from external grant.	S	O	50,000	0	0	0
SUB TOTAL COMMUNITIES							417,592	401,484	475,884	549,442

xref	Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income	2028/29 Savings /Income
CORPORATE										
14	CLT	Corporate/ Car parks	Additional car park income from increased fees and charges	Income from increased fees and charges, with next review to increase fees and charges for the year 2027/28	I	p	600,000	600,000	1,000,000	1,000,000
15	CLT	Corporate / Car parks	Additional car park income from additional car parks	Charging at Hornbeam Road, opportunities for further car parks	I	P	100,000	100,000	100,000	100,000
16	CLT	Corporate / Car parks	Additional income from Cadogan Road.	Increasing the car parking spaces at Cadogan Road, therefore generating more income.	S	P	33,000	33,000	33,000	33,000
17	CLT	Corporate	Restructure of CDU	Initial discussions have taken place with a member of the team about their position in the Council (at the staff member's request) and a voluntary redundancy package could be offered and the post deleted from the establishment.	S	P	53,512	53,512	53,512	53,512
18	CLT	Corporate	Closure of Cromer Tourist Information Centre	Closure of Cromer Tourist Informaton Centre	S	P	92,963	92,963	92,963	92,963
SUB TOTAL CORPORATE							879,475	879,475	1,279,475	1,279,475

xref	Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income	2028/29 Savings /Income
PLACE AND CLIMATE CHANGE										
19	Russell Williams	Planning	Minor reductions in numerous budget lines	Small scale budget reductions across various budget lines.	S	P	22,896	22,896	22,896	22,896
20	Russell Williams	Planning	Building Control Fee Increases	Increase building control fees so that 'controllable budget' position would be cost neutral in 2025/26. This would amount to a 6.2% increase in annual income targets.	I	P	30,142	30,142	30,142	30,142
21	Russell Williams	Planning	Planning Service Budget Resources Review	Review of budget resources within the planning service area.	S	P	116,951	116,951	116,951	116,951
22	Russell Williams	Planning	New Government Funding for Planning	It isn't yet certain that any such funding will be provided to NNDC - although the Government have announced that £46m will be spend nationally. The figure shown is an estimate of what NNDCs allocation (of the £46m) might be.	I	O	75,000	0	0	0
23	Russell Williams	Planning	Nutrient Mitigation Fund	Funding due to reimburse NNDC for the Officer time spent on Nutrient Mitigation Fund work	I	P	10,000	10,000	10,000	10,000
24	Russell Williams	Planning	Disbanding the Planning Policy and Built Heritage Working Party	Disbanding the Planning Policy and Built Heritage Working Party - after the adoption of the current Draft Local Plan	S	P	500	1,000	1,000	1,000
25	Rob Young	Sustainable Growth - Coast Protection	Consultancy Fees - General	Reduction in budget for consultancy fees by £20,000 (from £48,000) on the basis that such fees will have to be met by the revenue works budget or from budgets for specific capital projects.	S	P	20,000	20,000	20,000	20,000
26	Rob Young	Sustainable Growth - Coastal Management	CPD Training	Reduction in budget for training by £3,000 (from £5,000)	S	P	3,000	3,000	3,000	3,000
27	Rob Young	Sustainable Growth - Coast Protection	Computer Software and Licences	Reduction in computer purchases - software - and computer software licences budget (from £2,000)	S	P	2,000	2,000	2,000	2,000
28	Rob Young	Sustainable Growth	Orchestras Live - Grant	It is considered that activities under this grant from 25/26 will no longer need to be supported by this grant.	S	P	3,550	3,550	3,550	3,550
29	Rob Young	Sustainable Growth	Various reductions	Various reductions across budgets including £1,300 on subs to professional bodies, £6,500 in marketing, £1,500 in computer software, £7,500 in marketing north Norfolk subscriptions and £2,000 in generic training.	S	P	18,800	18,800	18,800	18,800
30	Rob Young	Sustainable Growth - Housing Strategy	Deletion of Consultancy Fees budget	This is a budget to fund projects to deliver the housing strategy projects. In future, where a project requires resources to deliver, this will need to be made clear in any recommendations to Cabinet and a business case made for any budget .	S	P	10,000	10,000	10,000	10,000
31	Rob Young	Sustainable Growth	Budget Efficiencies	Review of current resources to deliver efficiency savings.	S	P	55,000	55,000	55,000	55,000
SUB TOTAL PLACE							367,839	293,339	293,339	293,339

xref	Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income	2028/29 Savings /Income
RESOURCES										
32	Cara Jordan	Legal Services	Legal Services	Increase income target by £5,000.	I	O	5,000	0	0	0
33	Cara Jordan	Democratic Services	Youth Council	Looking at alternative ways to engage young people and thereby removing the majority of the Youth Council Budget. Need to retain a small fraction of the budget to assist with alternative delivery of Youth engagement.	S	P	9,000	9,000	9,000	9,000
34	Cara Jordan	IT Web	Training Budget Saving	Halving the training budget for IT-Web will save £2,500 per year.	S	P	2,500	2,500	2,500	2,500
35	Cara Jordan	IT - Infrastructure	Technical Support Assistant	The IT Infrastructure Team have 1 x Grade 10 Technical Support Assistant post, of which they would be prepared to give up the budget (a total of £33,564). This would not have an impact on the current FTE of the team, and nor would any redundancy costs be incurred.	S	P	32,562	32,562	32,562	32,562
36	Cara Jordan	IT	Ceasing the software that enable us to access archived files	We currently pay for software to access the files from our old 'm' drives. In 2021 we moved from an old folder structure (which I refer to as the 'm' drive) to the Libraries. I am now proposing we don't need this software (saving of £6k per year).	S	P	5,500	5,500	5,500	5,500
37	Cara Jordan	ICT Applications	Reduction in EH software costs	Following review of their software components with the Environmental Health department it has been determined the following component delivers minimal efficiency for the outlaid costs: Assure Food Mobile Renewal for 7 users £7,700. The service have confirmed this does not need to be renewed when the current agreement ceases (End Jan 25). The account manager has been made aware of our intentions in this regard.	S	O	7,700	0	0	0
38	Cara Jordan	ICT Applications	Software Savings	Software savings	S	P	42,000	42,000	42,000	42,000
39	Daniel King	Estates	Estates Savings & Income generation	Rental reviews resulting in additional income: 1) Industrial Estate N. Walsham £7,445. 2) North Walsham (The Cedars) £8,679. Expenditure savings: 1) North Walsham (The Cedars) other professional fee budget £5,000 2) Other minor savings totalling £206 within Itteringham cost centres. 3) Consultancy fees within estates reduction in budget of £400.	S/I	P	21,730	21,730	21,730	21,730
40	Daniel King	Property Services	Reduction of various repairs and maintenance budgets	Reduce R & M budgets on the following; Amenity Lighting - £8,000 Cromer Pier - £10,000 Toilets - £10,000 Car Parks - £10,000	S	P	38,000	38,000	38,000	38,000
41	Daniel King	Property Services	Reductions of various generic budgets	Reduce training budget by £8,000, subscriptions to professional bodies by £600, Consumable purchases by £2,000, PPE by £1,000 and play equipment by £263.	S	P	11,863	11,863	11,863	11,863
42	Daniel King	Public Conveniences	Reduction in various direct cost budgets	Reduction in direct cost budgets.	S	P	40,000	40,000	40,000	40,000
SUB TOTAL RESOURCES							215,855	203,155	203,155	203,155

Total

1,880,761	1,777,453	2,251,853	2,325,411
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UK Shared Prosperity Fund (UKSPF) 2025-26 Transition Year Funding	
Executive Summary	<p>The UK Government announced the UK Shared Prosperity Fund (UKSPF) funding allocations to local authorities in December 2024 for a 'transition' year of funding, with anticipated new models of funding from 26/27. This transition funding follows the preceding 2022-25 UKSPF programme which has been successfully delivered by NNDC (~£1.2 million) and the Rural England Prosperity Fund (REPF) capital grant programme (~£1.4 million).</p> <p>NNDC will receive a total allocation for the next financial year (2025-26) of £405,095, composed of £330,302 of revenue and £74,793 of capital funding. All areas of the UK will receive an allocation from the Fund via a funding formula rather than a competitive bidding process.</p> <p>There are three UKSPF investment priorities: Communities and Place; Supporting Local Business; and People & Skills.</p> <p>The one-year allocation of UKSPF funding will continue to support businesses and communities in North Norfolk to address identified local challenges. This will be achieved through the development of business and community support schemes and will seek to complement existing business and community support.</p>
Options considered	<p>NNDC is the nominated lead authority for the delivery of this funding and, as such, is obliged to develop appropriate vehicles to disseminate this funding accordingly. However, It is within the Council's gift to determine the priorities as to how this is committed to achieve local objectives address local needs.</p>
Consultation(s)	<p>An internal review of the current three-year UKSPF programme has taken place to gauge success, consider impact and realign existing projects (if appropriate) to the new guidance and significantly reduced budget, with workstreams mapped against the new Government missions and limited timeframe available. New projects that can support the Government missions, fit within the allocated interventions and align with the NNDC Corporate Plan have been considered in this process. A Local Partnership Group was established as a means of consulting on the UKSPF and REPF programme and to support the implementation of the original UKSPF Investment Plan. It will be continued into the transitional year and will meet to consider the proposals for 2025-26.</p>
Recommendations	<p>Recommendations</p> <ol style="list-style-type: none"> 1. To confirm Cabinet's support for the approach to the UKSPF programme (transitional year 2025/26) outlined in this report 2. To delegate to the Assistant Director for Sustainable Growth, in consultation with the Portfolio Holder for Sustainable Growth, the detailed definition of the projects to be delivered within the overall programme

	headings and the commissioning of specific projects and the procurement and/or appointment of any project delivery partners or contractors, as appropriate.
Reasons for recommendations	This recommendation is being made in order to deliver the UKSPF transition programme within the one-year timescale
Background papers	UKSPF Technical Note: UK Shared Prosperity Fund 2025-26: Technical note - GOV.UK (www.gov.uk) UKSPF Prospectus: UK Shared Prosperity Fund: prospectus - GOV.UK (www.gov.uk)

Wards affected	All North Norfolk wards
Cabinet member(s)	Councillor John Toye, Portfolio Holder Sustainable Growth
Contact Officer	Jenni Jordan, Economic Programmes and Funding Manager jenni.jordan@north-norfolk.gov.uk Stuart Quick, Economic Growth Manager stuart.quick@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Proposals for the transition year funding align with the following Corporate Plan priorities: <ul style="list-style-type: none"> • Boosting business sustainability and growth • Quality of life • Financial sustainability and growth
Medium Term Financial Strategy (MTFS)	The programme is externally funded by the UK Government.
Council Policies & Strategies	Proposals are linked with the Council's Economic Growth Strategy & Action Plan 2023-2027

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

- 1.1 This report summarises the key elements of the UKSPF 2025-26 transition funding guidance and provides an outline of the proposals to deliver against

the Government's identified Missions, in alignment with the Council's own Corporate Plan and the North Norfolk Economic Strategy and Action Plan 2023 – 2025. A further report providing an evaluation of the outcomes of the 2022-25 programme is intended to be brought to the Council's Overview and Scrutiny Committee by April 2025. Presently no allocation or advice has been provided by Government in respect of the Rural England Prosperity Fund (REPF), although this is anticipated and will be similarly reported once arrangements are known.

2. Introduction & Background

2.1 The existing three-year UK Shared Prosperity Fund (UKSPF) programme is in the final quarter of delivery. MHCLG announced the UKSPF 'transition year' 2025/26 funding allocations to local authorities on 13 December 2024 and issued guidance in a technical note [UK Shared Prosperity Fund 2025-26: Technical note - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/technical-notes/uk-shared-prosperity-fund-2025-26).

2.2 UKSPF programmes were required to align to a prescribed menu of interventions. The interventions for the transition year remain the same as the original 2022-25 UKSPF programme but are now realigned against new missions to ensure that delivery accords with the policy agenda of the new Government.

2.3 MHCLG have stressed that that they are keen for lead authorities to retain and build on the original ethos of the prior programmes and identified the following key points:

- Collaboration with other places remains strongly encouraged in the delivery of fund interventions where it meets the needs of their place and achieves value for money or better outcomes for local people or businesses;
- Lead local authorities are strongly encouraged to engage with and seek support from local partners to deliver the fund. This will ensure that fund investments complement other activities in the area and meet fund and local objectives, and;
- A local partnership group approach is encouraged, encompassing a wide variety of stakeholders. The Council established the North Norfolk Local Partnership Group at the start of the UKSPF programme and has used this to inform the early delivery of the programme and to maintain oversight of its delivery. It is suggested that this group is retained and continues to have a role in supporting the transition year programme.

2.4 The Government have advised that the 2025/26 transition should be treated as a continuation of the Fund. As such, the option exists to continue to fund existing projects, deliver the same types of activity supported to date, shift to entirely different ones, or a combination of these options. There is no expectation that activity from 2022-25 be necessarily closed and restarted for 2025-26.

3. Proposals and Options

3.1 Summary of proposals for UKSPF transition funding 2025-26

3.2 The table below outlines the suggested shape of the transition programme. This includes continuation of some of the former UKSPF projects but

significant new areas of activity, which are deemed beneficial in addressing local priorities. Each suggested workstream identifies the defined intervention theme and the description indicates the broad area of activity. The Budget allocation is indicative at this early stage, since detailed dialogue with potential delivery partners has not been undertaken and alignment with other programmes remains to be confirmed.

Workstream	Description	Indicative Budget Allocation	Notes
Destination marketing (Communities & Place)	Development and delivery of promotional destination marketing campaigns which encourage people to visit and explore the local area and support the local economy	£40,000	A marketing campaign was delivered in the original UKSPF programme and it demonstrated significant success. This is expected to bring benefits to the local visitor economy at a time when it is experiencing significant pressures and uncertainty.
Address fuel poverty and carbon reduction by households (Communities & Place)	Promote and support the implementation of energy efficiency measures for local households via advice and support to existing and emerging funding schemes (i.e. ECO4 Flex and Warm Homes: Local Grants scheme (as part of the Norfolk Warm Homes Consortium) for energy improvement adaptations)	£25,000	The Council has had significant success in delivering these schemes in recent years due to the employment of an Energy Officer, it is considered valuable for this activity to continue in order that eligible local households can take full advantage of the various schemes available to improve the efficiency of their dwellings. The Norfolk Warm Homes consortium has submitted an Expression of Interest (Eol) in the delivery of the Warm Homes: Local Grants, the outcome of which is expected to be known by the end of January; the proposed UKSPF allocation would augment the scheme if the Eol is approved.
Supporting enhancements to drive footfall to retail and commercial centres in the District (Communities & Place and Support for Local Business)	<p>Working with local stakeholders to identify and deliver projects that foster local economic growth and support the vitality of our towns.</p> <p>This funding could potentially support a district-wide initiative to drive footfall into district centres such as visitor information or global marketing or individual projects to improve resident and visitor experiences and functionality. This could include a digital product that helps drive visitor</p>	£210,095	<p>Should a REPF programme be forthcoming, there may be opportunities to enhance some of this activity with further grants.</p> <p>There could also be opportunities to deliver it alongside or to match other external programmes.</p> <p>Projects will need to be able to be delivered and completed within the financial year and consideration will therefore need to be giving to any pre-commencement matters including planning permission, land</p>

	spend to our town centre businesses, town centre waymarking, small improvements to amenity areas, active travel/ accessibility, business and community events etc.		purchase/licences, lead time for materials etc.
Business Support and Engagement (Support for Business)	A package of support including business advice, one-to-one support, networking events, skills development, training workshops, sector support and access to business grants and funding programmes etc. <i>(Also possibly supporting the administration costs of REPF capital funding, subject to REPF 2025-26 funding allocation announcement)</i>	£130,000	This would help continue the delivery of the Business Engagement programme offering highly valued business advice, support and events. Specifically targeted at sector specific groups as well as individual businesses with high-growth potential. This would build on the momentum of the proceeding UKSPF business engagement programme and help to reinforce the Invest North Norfolk brand, supporting investment within the District. It would signpost business to existing business support programmes and funding schemes.
Total funding allocation		£405,095	



3.3 Project Governance

3.4 *Project Board*

3.5 In accordance with the Council's project management and governance arrangements, the 2022-25 programme was overseen by a project board, comprising the Sustainable Growth portfolio holder and officers from relevant teams. It is proposed that this Board continue to oversee the delivery of the programme in the transition year.

3.6 *Local Partnership Group*

The North Norfolk Local Partnership Group (LPG) was developed to inform the identification of key local priorities and has been actively engaged within the 2022-25 UKSPF Investment Plan. Membership of the LPG includes stakeholders representing rural business interests, farmers and landowners, business support partner organisations and the community, voluntary and social enterprise sectors operating in North Norfolk. It also included the two MPs covering the parliamentary constituencies covered by NNDC's administrative area. It is proposed that the group continue to meet regularly to monitor delivery and evaluate the impact of the UKSPF transition investment.

3.7 *Reporting*

It is proposed that, with the establishment of the Council's strategic Board for projects, the UKSPF programme should provide an implementation progress report to that board on a quarterly basis.

3.7 *Programme end*

Given that the transitional fund is available only up until March 2026, and especially due to the uncertainty of future devolution funding, it will be important that any initiatives are completed, and the funding defrayed, within the funding period. Any projects supported through the UKSPF transitional year will need an exit strategy, detailing what will happen at the end of the funding period, including details of how any ongoing revenue costs will be met. Delivery partners will be asked to take account of this in any funding agreements.

4. Corporate Priorities

4.1 The matters in this report relate to and support the following Corporate Plan objectives and delivery themes:

- Boosting business sustainability and growth;
- Quality of life, and;
- Financial sustainability and growth

4.2 It will also support the Economic Strategy and Action Plan's commitment to:

- Creating an Environment for Business to thrive in, and;
- Provide the Infrastructure to Support Growth

5. Comments from the S151 Officer

The S151 Officer will complete this section. They will set out the funding sources for any costs associated with implementing the recommendations. This will include resources such as staffing.

6. Comments from the Monitoring Officer

The Monitoring Officer will complete this section. They will set out any legal implications arising from your report, together with a summary of any legal advice provided.

Risks

- 6.1 The UKSPF 2025-26 transition funding awarded funding allocated must be committed and defrayed by March 2026. Unspent funds will need to be returned.

7. Net Zero Target

- 7.1 There are not considered to be any specific impacts on the [Net Zero 2030 Strategy & Climate Action Plan](#) as a result of recommendations in this report.

8. Equality, Diversity & Inclusion

- 8.1 There are not considered to be any impacts upon equality and diversity as set out in the Council's [Equality, Diversity & Inclusion Strategy](#) as a result of the recommendations in this report.

9. Community Safety issues

- 9.1 There are not considered to be any impacts upon crime and disorder as a result of the recommendations in this report.

10. Conclusion and Recommendations

- 10.1 The UKSPF transition funding follows the successful delivery of the 2022-2025 UKSPF programme (~£1.2 million) and the REPF capital grant programme (~£1.4 million). The proposals outlined within this report are based on a review of previous UKSPF programme delivery, identified local needs and alignment with the missions, objectives, themes and interventions of the UKSPF funding programme and the Council's Corporate Plan and Economic Growth strategy objectives.

10.2 Recommendations:

1. To confirm Cabinet's support for the approach to the UKSPF programme (transitional year 2025/26) outlined in this report
2. To delegate to the Assistant Director for Sustainable Growth, in consultation with the Portfolio Holder for Sustainable Growth, the detailed definition of the projects to be delivered within the overall programme headings and the commissioning of specific projects and the procurement and/or appointment of any project delivery partners or contractors, as appropriate.

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Non-Domestic (Business) Rates Policy 2025-26	
Executive Summary	The Non-Domestic (Business) Rates Policy 2025-26 has been revised to reflect the changes to schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.
Options considered.	The policy is discretionary, so members can decide not to agree to the recommendations.
Consultation(s)	<p>The Government expects local authorities to use their discretionary relief powers to grant these reliefs.</p> <p>The Retail Hospitality and Leisure Relief, Supporting Small Business Relief, Hardship Relief, Film Studios and Flood Relief. All of these (except the Hardship Policy) will be compensated in full for our loss of rates income. This compensation will be paid by section 31 grant and calculated based on the returns that the council makes under the rates retention scheme.</p> <p>The Council's Discretionary Rate Relief Policy has been revised to reflect these changes.</p>
Recommendations	<ol style="list-style-type: none"> 1. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A. 2. It is agreed by Full Council that the Revenues Manager continues to has delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as indicated in Appendix C. 3. It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.
Reasons for recommendations	The new policy will enable the Retail Hospitality and Leisure Relief, Supporting Small Business Relief, Hardship Relief, Film Studios and Flood Relief to be awarded discretionary reliefs.
Background papers	<ol style="list-style-type: none"> 1. In the Budget on 30 October 2024 the Chancellor announced the Government would introduce Film Studios and extend the award of Retail, Hospitality and Leisure Relief but that it will reduce the relief from 75% to 40% for properties up to a cash limit of £110,000 per business for the 2025/26 financial year. 2. In the Budget on 17 November 2022 the Chancellor announced a new Supporting Small Business (SSB) Relief scheme which will cap bill increases at £600 per year for any businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief.

	<p>3. Under section 49 of the Local Government Act 1988 businesses can apply for Hardship Relief. This scheme has now been incorporated within this rate relief policy. The cost of this scheme is funded in accordance with the Non-Domestic Rates financial retention rules.</p> <p>4. Under the government's flood recovery framework, businesses can apply for Flood Relief. This scheme has now been incorporated within this rate relief policy. Businesses can receive a minimum of 3 months rate relief. The cost of this scheme is fully funded by government.</p>
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Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Sean Knight Revenues Manger Sean.Knight@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Strong Responsible & Accountable Council.
Medium Term Financial Strategy (MTFS)	The NNDR Discretionary Rate Reliefs approved by Members will be used for calculating the NNDR1 which feeds into the budget setting process and is part of the Medium-Term Finance Strategy.
Council Policies & Strategies	Budget Setting & Medium-Term Finance Strategy.

Corporate Governance:	
Is this a key decision	
Has the public interest test been applied	
Details of any previous decision(s) on this matter	21 February 2024, Non-Domestic (Business) Rates Policy 2024-25.

1. Purpose of the report

The Non-Domestic (Business) Rates Policy 2025-26 has been revised to reflect the new and extended schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.

2. Introduction & Background

- 2.1 National Non-Domestic Rates (NNDR) are paid by those occupying non-domestic property and collected by the local authorities. Under the business rate retention scheme introduced from April 2013, 50% of the business rates paid is kept locally, 40% by North Norfolk District Council (NNDC) and 10% Norfolk County Council and the balance is paid back to government, an element of which is then paid back to local authorities through the Formula Grant System. As part is retained by local authorities, they are incentivised to increase their NNDR yield as they now benefit directly from it.
- 2.2 There are currently several different reductions available to businesses. Empty properties – Business rates will not be payable in the first three months that a property is empty (six months for certain industrial properties). After this period empty rate is payable at the full charge. There are a few exemptions such as listed buildings and land used as storage.
- 2.3 Small business rate relief (SBRR) – the relief supports small businesses who generally occupy only one property. SBRR was available at 100% for eligible properties up to £6,000 rateable value (RV) and was tapered for properties with a RV up to £12,000. The 100% relief was extended until 31 March 2017 and if a ratepayer receiving small business rate relief took on an additional property, they continued to receive their existing relief for 12 months (previously if they had taken on a second property they would have been disqualified from the relief).
- 2.4 At Budget 2016, the Government confirmed that the doubling of the SBRR from 50% to 100% would be made permanent from 1 April 2017.
- 2.5 The relief has been increased from 2017/18 to 100% for eligible properties up to £12,000 rateable value (RV) and is tapered for properties with a RV up to £15,000 and if a ratepayer receiving SBRR takes on an additional property or properties within the threshold RV they will continue to receive their existing relief for 12 months.

- 2.6 Charity and discretionary reliefs – Charities are entitled to an 80% reduction in their bills. The Council has discretion to grant reliefs in other circumstances and the report covers these areas of discretion.

3. Discretionary Rate Relief

- 3.1 Under Section 47 of the Local Government Finance Act 1988 billing authorities have discretion to grant relief to certain ratepayers (certain types of charitable and non –profit organisations) from all or part of their non-domestic rates payable. The Localism Act 2011 amended section 47 of the Local Government Finance Act 1988 to enable local authorities to grant relief in a wider range of circumstances.
- 3.2 The cost of granting discretionary relief varies according to the circumstances. Full details of the circumstances are in the policy and guidelines within Appendix A.
- 3.3 The table below details the existing types of relief and the funding according to the government’s rate retention rules.

Type of Relief	% Funded by the Council	% Funded by central government
Mandatory Relief for charities and community amateur sports clubs (CASCs) (80%)	40%	50%
Up to 20% discretionary relief to top up mandatory	40%	50%
Up to 100% discretionary relief for other eligible organisations	40%	50%

- 3.4 Should a local authority choose to award discretionary rate relief under the Localism Act powers to a business or profit organisation the Council will bear the full 100% cost.

3.5 New Schemes

- 3.6 In the budget statements since 2016 onwards the government announced new schemes of discretionary rate reliefs to assist and encourage the development and occupation of business premises.

- 3.7 The new schemes are all fully funded by central government.

3.8 Conclusion

- 3.9 The Rate Relief Policy and guidelines have been amended to reflect the changes introduced by central government.

4. Corporate Priorities

- 4.1 Financial Sustainability and Growth - Awarding businesses rate relief helps the Council to support their financial sustainability which can lead to commercial growth.

5. Financial and Resource Implications

- 5.1 The new schemes are fully funded by central government and are used in the budget setting and is part of the Medium-Term Finance Strategy.
- 5.2 The other discretionary and mandatory relief schemes are funded as indicated in paragraph 2.3 through the business rate retention scheme.

Comments from the S151 Officer:

The new schemes are fully funded by central government and are used in the budget setting and is part of the Medium-Term Finance Strategy.

6. Legal Implications

- 6.1 This report does not raise any new legal implications.

Comments from the Monitoring Officer

The Council has the power to make discretionary rate relief awards to Non-Domestic (Business) Rates accounts and needs to approve such for each financial year.

7. Risks

- 7.1 It is important that the Council's policy and guidelines are clear about the criteria under which it will make an award as all potential applicants need to be aware of the grounds for eligibility for discretionary relief, what their own responsibilities are and why their application has either been accepted or refused.

8. Net Zero Target

- 8.1 This report does not raise any issues relating to Climate change.

9. Equality, Diversity & Inclusion

- 9.1 On considering this policy against the categories looked at within the Equality Impact Assessment process – age, disability, gender, race, religion or belief, sex, sexual orientation, the policy has no adverse impact.

10. Community Safety issues

- 10.1 There are no crime and disorder implications arising from the policy.

11. Conclusion and Recommendations

- 11.1 The policy has been updated to reflect the new and extended discretionary rate relief schemes announced and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.

Recommend to Full Council that the following recommendations are agreed:

It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A.

It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as indicated in Appendix C.

It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.

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Appendix A

Discretionary Rate Relief Policy

1 Introduction

If an organisation occupies a property on which it pays National Non-Domestic Rates (NNDR) it may be eligible for up to 100% Discretionary Rate Relief if it is operated within some or all of the following guidelines appropriate to the particular organisation.

The guidelines for determining relief are not intended to be a rigid set of rules; neither are all the guidelines applicable to every organisation. Each case will be judged on its merits taking into account the contribution which each organisation/business makes to the district's amenities and its resident's lifestyles and wellbeing.

2 Eligibility Criteria

Eligibility Criteria for Rate Relief	Rate Relief	Amount of Relief
Property wholly or mainly used for charitable purposes which is occupied by a registered charity, charity shop or registered Community Amateur Sports Club (CASC)	Mandatory (Charity)	80%
	Discretionary	20% (maximum)
Property, all, or part of which is occupied for the purposes of a non-profit making: a) Institution or other organisation whose main objects are philanthropic or religious or concerned with social welfare, science, literature, or the fine arts. b) Club, society or other organisation and is used for the purposes of recreation	Discretionary	100%(maximum)

3 Scope

The policy will be adhered to by all staff and members involved with consideration of Discretionary Rate Relief applications.

4 Applications

Applications must be supported by the organisation's constitution, main purposes, and objectives e.g., written constitution, memorandum of association, membership rules etc.

A full set of audited accounts for the latest financial year at the application date.

Details of how organisations/ businesses meet the criteria within the guidelines.

Applications from excepted businesses/organisations can not be considered. These are properties which are occupied by a billing or precepting authority e.g., District Council and County Council.

The government is intending to amend primary legislation in the Non-Domestic Rating (Multipliers and Private Schools) Bill to end mandatory relief eligibility for private schools (see bill for definition) with effect from 1 April 2025. Assuming this legislation is passed then NNDC will not be supporting discretionary applications from these organisations.

5 Factors to be taken into account

North Norfolk District Council is keen to ensure that any relief awarded is justified and directed to those organisations making a valuable contribution to the well-being of local residents. The following factors will therefore be considered:

- a. The organisation should provide facilities that indirectly relieve the authority of the need to do so, or enhance or supplement those that it does provide
- b. The organisation should provide training or education for its members, with schemes for particular groups to develop skills
- c. It should have facilities provided by self-help or grant aid. Use of self-help and / or grant aid is an indicator that the club is more deserving of relief
- d. The organisation should be able to demonstrate a major local contribution.
- e. The organisation should have a clear policy on equal opportunity, freedom of Access and membership.
- f. It should be clear as to which members of the community benefit from the work of the organisation.
- g. Membership should be open to all sections of the community and the majority of members should be NNDC residents.
- h. If there is a licensed bar as part of the premises, this must not be the principal activity undertaken and should be a minor function in relation to the services provided by the organisation.
- i. The organisation must be properly run and be able to produce a copy of their constitution and fully audited accounts.
- j. Those organisations applying for relief, whose work involves young children, young people or vulnerable adults must be able to demonstrate that appropriate checks have been carried out on staff and volunteers, and that sound child protection policies are in place.
- k. The organisation must not have any unauthorised indebtedness to NNDC. Rates are due and payable until a claim for discretionary rate relief is agreed.
- l. The Council will not ordinarily consider awarding discretionary relief as a substitute when centrally funded reliefs or discounts are withdrawn, such as the removal of mandatory charity relief.

6 Period of Relief

Relief will be granted for one year at a time.

The granting of relief will be reviewed annually and those in receipt of relief will be asked to supply or confirm relevant information for the purposes of the review.

7 Approval

Approval of discretionary rate relief applications up to £4,000 cost to NNDC will be approved by the Revenues Manager under delegated authority shown below.

Initial recommendations are to be made by the Revenues Manager and then to the Discretionary Relief Panel for all other cases with a cost to NNDC of £4,000 and above, plus any new cases which the policy does not cover and needs further discussion.

The Discretionary NDR Relief Panel will consist of the following:

Revenues Manager
Section 151 Officer or Deputy Section 151 Officer and
Portfolio Member for Revenues and Finance.

Decisions on discretionary relief for financial years 2022/23 and earlier must have been made no later than 6 months after the end of the financial year that they relate to, and any determination after that time is rendered invalid.

Starting from financial year 2023/24 there is no restriction on when a decision has to be made, so decisions can now be made to award relief for any period backdated to 1st April 2023.

8 No Right of Appeal

Once the application has been processed, the ratepayer will be notified in writing of the decision. As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account and an adjusted bill will be sent.

9 Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

10 Withdrawal of relief

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

11 Costs to the Council

The Local Government Finance Act 2012 introduced the Business Rate Retention Scheme in England from 1 April 2013. The Business Rate Retention Scheme currently provides for 50% of rate revenue to be retained by local authorities (40% NNDC and 10% NCC) and 50% by central government. As a result of this most discretionary reliefs are paid for by the local authority and central government, in these proportions.

Enterprise Zone Discount

The District Council, alongside other Local Authorities, was invited by the Anglia Local Enterprise Partnership (LEP) in 2015 to submit applications for sites within the district area to be included in a New Anglia 'Space to Innovate' multi-site Enterprise Zone programme.

Two Sites have been agreed within North Norfolk District Council commencing 1 April 2016. Egmore Business Zone and Scottow Enterprise Park are geographically defined areas, hosted by Local Enterprise Partnerships in which commercial and industrial businesses can receive incentives.

Businesses that started up or relocating to the enterprise zone and were occupied by 31 March 2021 could qualify for business rates relief. This relief is applied if the hereditament is within the Enterprise Zone.

Up to 100% business rate discount can be awarded subject to subsidy controls.

Eligibility criteria

The discount is for businesses occupied within the Enterprise Zone defined area from 1 April 2016 up to 31 March 2021.

Amount of Relief

The Enterprise Discount is awarded at 100% of the rates liability.

Time Limited Relief – Supporting Small Businesses Relief

At the Budget on 8 March 2017 the Chancellor announced the Government would make available the following business rate reliefs at the Spring Budget 2017. At the Budget on 27 October 2021 the Chancellor announced the Government would extend this by another year until 31 March 2023.

At the Autumn Statement on 17 November 2022 the Chancellor announced the Government would extend Supporting Small Business Relief for another year until 31 March 2024 and a new Supporting Small Business Relief scheme from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief.

The Supporting Small Businesses Relief

This relief is government funded to local authorities so that they can provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the 2023 NDR revaluation and as a consequence lost Small Business Rates Relief or Rural Rate Relief. This relief will limit any increase to £600 per year subject to subsidy control rules.

This relief is extended for another year until 31 March 2024 for businesses who were eligible for the 2022/23 relief on 31 March 2023 and were facing large increases in rates for 2023/24.

There is also a new Supporting Small Business Relief scheme which will cap bill increases at £600 per year for any businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended). Eligibility criteria for this relief are set out below.

This relief will be fully funded by government through a Section 31 Grant.

Eligibility criteria

This relief will limit any increase to £600 per year subject to subsidy control rules until 31 March 2026.

Amount of Relief

The amount of relief will limit these rate increases to £600 per year.

No Right of Appeal

As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account and an adjusted bill will be sent.

Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Withdrawal of relief

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

Time Limited Relief – Retail, Hospitality and Leisure Relief

At the Budget on 27 October 2021 the Chancellor announced the introduction of a new business rates relief called Retail, Leisure and Hospitality Discount for properties in 2022/23 to provide eligible retail, hospitality, and leisure properties with a 50% relief, up to a cash cap limit of £110,000 per business.

At the Budget on 17 November 2022 the Chancellor announced the Government would award a 75% Retail, Hospitality and Leisure Relief for properties for the 2023/24 financial year up to a cash limit of £110,000 per business.

At the Budget on 22 November 2023 the Chancellor announced the 2024/25 Retail, Hospitality and Leisure (RHL) scheme will be extended in 2024-25, retaining the existing scope and providing eligible properties with 75% relief, up to a cap of £110,000 per business.

At the Budget on 30 October 2024 the Chancellor announced the 2025/26 Retail, Hospitality and Leisure (RHL) scheme will be extended in 2025-26, retaining the existing scope and providing eligible properties with 40% relief, up to a cap of £110,000 per business and will be replaced by lower multipliers in 2026/27.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended). Eligibility criteria for this relief are set out below.

This relief will be fully funded by government through a Section 31 Grant.

Eligibility criteria

To qualify for retail, Leisure and Hospitality discount the business must meet the following conditions:

- be an occupied property and
- it is wholly or mainly

- i. as shops, restaurants, cafes, drinking establishments, cinemas, or live music venues
- ii. for assembly and leisure; or
- iii. as hotels, guest & boarding premises, or self-catering accommodation

For more information regarding the above types of properties and what we consider them to mean, please visit the government's guidance <https://www.gov.uk/guidance/business-rates-relief-202425-retail-hospitality-and-leisure-scheme>

Amount of Relief

If eligible, the business could get:

- 40% off the business rates bills for the period 1 April 2025 to 31 March 2026.

The above amounts have a cash cap up to up to £110,000 per business.

No Right of Appeal

As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account and an amended bill will be sent.

Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Withdrawal of relief

The business may refuse this relief for each eligible property anytime up to 30 April 2025. The ratepayer cannot withdraw their refusal for either all or part of the financial year.

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

Time-Limited Relief – Flood Relief

If the Government notifies North Norfolk District Council that it has been activated under the Flood Recovery Framework for a period of extensive flooding, then the Council will consider applications to award 100% Business Rate Relief for either:

- A minimum of 3 months, or
- Until the business is able to resume trading from the flooded premises if longer

In order to qualify for this relief:

- the hereditament was directly impacted by the relevant severe weather event– for instance flood damage to the property, equipment, and/or stock; or the business could not function due to lack of access to premises, equipment and/or stock as a result of flooding, restricted access for customers, suppliers and/or staff, and no alternatives were available, and
- on that day business activity undertaken at the hereditament was adversely affected as a result; and
- on that day the rateable value of the hereditament was less than £10 million

No relief can be awarded for flooding occurring outside of periods designated by Central Government.

Hardship Relief

The relief will be delivered through local authority discretionary powers (under section 49 of the Local Government Finance Act 1988 as amended).

The eligibility criteria for this relief are set out in Appendix C.

Unlike reliefs that fall under section 47 which are fully funded by government through a Section 31 Grant, the Hardship Relief is funded through the Non-Domestic (business) Rate Retention Scheme.

Discretionary Rate Relief - Guidelines

There are two ways in which Discretionary rate relief is granted

- a) To 'top-up' mandatory relief already awarded
- b) To award up to 100% based on various criteria

Mandatory Relief is granted where: -

- the ratepayer of a property is a charity or the trustees of a charity and
- the property is wholly/mainly used for charitable purposes (including charity shops, where the goods sold are mainly donated and the proceeds are used for the purposes of the charity)
- the ratepayer of a property is registered with Her Majesty's Revenues and Customs (HMRC) as a Community Amateur Sports Club (CASC).

Discretionary Rate Relief

When deciding whether to award discretionary rate relief consideration should be given to the interests of the taxpayers of North Norfolk District Council. The factors outlined in the policy should be taken into account when considering any application for relief.

The guidelines for determining relief are not intended to be a rigid set of rules; neither are all the guidelines applicable to every organisation. Each case will be judged on its merits taking into account the contribution which each organisation/business makes to the district's amenities and its resident's lifestyles and wellbeing.

Discretionary Rate Relief Criteria 'Top –Up'

The Council has the discretion to award up to a further 20% additional rate relief to reduce the liability still further and the policies detailed below are to be followed when dealing with an application.

Up to 20% Discretionary Rate Relief may be given.

Charity Shops

Mandatory relief will be granted where the ratepayer for a property is

- a charity or the trustees of a charity and
- donated goods relate to more than 50% of total sales and
- the proceeds of goods (after any deductions for expenses) are applied for the purpose of the charity

Providing the above criteria are met 80% mandatory relief will be granted.

Up to 20% Discretionary Rate Relief may be given in exceptional circumstances. Generally, relief will be limited to the 80% mandatory entitlement.

1	Meets local needs in the district and benefits local people	<ul style="list-style-type: none"> • if the premises are used for the purposes of a national organisation or a semi-national (or county-wide) organisation the Council will not normally grant any discretionary relief • if the premises are used for a local organisation the extent to which the district and its
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		residents benefit from the organisation will be taken into account.
2	As a guide does not have more than 12 months spending available as “free reserves” (not legally restricted)	<ul style="list-style-type: none"> • unless a Business Plan exists detailing how these reserves are to be used to the benefit of the local community

Non-Profit Organisations, Clubs and Societies

The Council has the discretion to award up to 100% Discretionary Rate Relief to organisations whose main objects are charitable or philanthropic, or concerned with education, social welfare, science, literature or fine arts or recreation. The determination of charitable status largely relies on case law which has established 4 main divisions of charity: -

- relief of poverty
- advancement of religion
- advancement of education and
- other trusts beneficial to the community and not falling under the other headings.

Criteria

Discretionary relief can only be awarded if the organisation is not excepted (a billing authority or precepting authority) and: -

1	The main objects of the organisation are concerned with	<ul style="list-style-type: none"> • relief of poverty • advancement of religion • advancement of education • social welfare • science • literature • fine arts or • recreation or • in other ways are beneficial to the community
2	Meets local needs in the district and benefits local people	<ul style="list-style-type: none"> • if the premises are used for the purposes of a national organisation or a semi-national (or county-wide) organisation the Council will not normally grant any discretionary relief • if the premises are used for a local organisation the extent to which the district and its residents benefit from the organisation will be taken into account.
3	Provides a valuable service to the community	<ul style="list-style-type: none"> • which is complimentary to those services provided by or supported by the Council or • which relieves the need for the

		Council to provide such services
4	Is open to all sections of the community	<ul style="list-style-type: none"> • or access is restricted by providing a service for a specific sector of the community for justifiable reasons such as addressing inequality
6	Is non-profit making	<ul style="list-style-type: none"> • as a guide, no more than 12 months expenditure in unrestricted reserves unless a Business Plan exists detailing how these reserves are to be used to the benefit of the local community

Sports Clubs

There are additional considerations in the case of sports clubs.

If a club effectively discriminates by only accepting members who have already reached a certain standard, rather than seeking to promote the attainment of excellence by enhancing access and the development of sporting aptitude, then it does not have an open membership policy. So, a club selecting members based on existing attainment would not come within the requirements.

Although clubs should be open to all without discrimination, single sex clubs may be permitted where such restrictions are not discriminatory in intent but a genuine result of physical restraints (such as changing room facilities) or the requirements of the sport

(2) Organisations with Licensed Bar Facilities

Sports Clubs/Other Organisations

Any Discretionary Rate Relief award will be aimed at the sporting activity of the club.

- If the bar income aids the overall operation and development of the organisation this would be allowable if the sporting activity remains the overall objective of the organisation. This will be particularly relevant where the organisation is the only such one in the Parish.

(3) Membership and Entry Fees

If the organisation requires a membership or entry fee the Council will give regard as to whether: -

- The subscription or fees are set at a high level which excludes the general community
- Fee reductions are offered for certain groups such as under 18s or over 60s
- Membership is encouraged from groups such as young people, older age groups, persons with disabilities or ethnic minorities
- Facilities are available to people other than members, e.g., schools, public sessions

Where the Council gives relief practice has been to award up to 80% to Clubs and organisations and up to 50% where organisations operate bar facilities.

Community Amateur Sports Clubs (CASC)

If a sport's club is registered with HM Revenues and Customs (HMRC) as a CASC it will be entitled to 80% mandatory relief. The club may also be awarded 20% discretionary rate relief.

Normally sports clubs that can register with HM Revenues & Customs as a CASC and have not done so will not be awarded discretionary rate relief. Details can be found on the HMRC website <https://www.gov.uk/register-a-community-amateur-sports-club>

UK Subsidy Control

The UK Subsidy Control Bill replace State Aid with Subsidy Control.

Providing relief under this policy is likely to amount to Subsidy. This policy is covered by the rules set out in UK legislation.

Revised 23 January 2025.

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Appendix B

Non-Domestic Rating Rural Settlement List 2025/2026

Background

The provisions of the Local Government and Rating Act 1997 relating to Rural Rate Relief for village stores, post offices and small businesses came into force on the 1 April 1998.

Before any business can be considered for mandatory, it must be in a designated rural settlement. Initially, by the 31 December 1997, Local Authorities were responsible for compiling a rural settlement list comprising of settlements within rural areas where the population is less than 3,000 on the preceding December.

Maintaining the List

The Council has a duty to compile and maintain the list. The new proposed Rural Settlement list for North Norfolk District Council is shown overleaf.



Sean Knight
Revenues Manager

Alby with Thwaite	Edgefield	Itteringham	Sculthorpe	Walsingham
Aldborough and Thurgarton	Erpingham and Calthorpe	Kelling	Sea Palling and Waxham	Warham
Antingham	Felbrigg	Kettlestone	Sidestrand	Wells-next-the-Sea
Ashmanhaugh	Felmingham	Knapton	Skeyton	West Beckham
Aylmerton	Field Dalling and Saxlingham	Langham	Sloley	Westwick
Baconsthorpe	Fulmodeston and Barney	Lessingham and Eccles	Smallburgh	Weybourne
Bacton and Edingthorpe	Gimingham	Letheringsett with Glandford	Southrepps	Wickmere
Barsham and Houghton St Giles	Great Snoring	Little Barningham	Stibbard	Wighton
Barton Turf and Irstead	Gresham	Little Snoring	Stiffkey	Witton and Ridlington
Beeston Regis	Gunthorpe and Bale	Ludham	Stody and Hunworth	Wiveton
Binham and Cockthorpe	Hanworth	Matlaske	Suffield	Wood Norton
Blakeney	Happisburgh	Melton Constable	Sustead, Bessingham and Metton	Worstead and Briggate
Bodham	Helhoughton	Morston	Sutton	
Briningham	Hempstead	Mundesley	Swafield and Bradfield	
Brinton and Sharnington	Hempton	Neatishead	Swanton Abbott	
Briston	Hickling	Northrepps	Swanton Novers	
Brumstead	High Kelling	Overstrand	Tattersett and Tatterford	
Catfield	Hindolveston	Paston	Thornage	
Cley Next The Sea	Hindringham	Plumstead	Thorpe Market	
Colby and Banningham	Holkham	Potter Heigham	Thurning	
Corpusty and Saxthorpe	Honing and Crostwright	Pudding Norton	Thursford	
Dilham	Horning	Raynham	Trimingham	
Dunton, Toftrees and Shereford	Horsey	Roughton	Trunch	
East Beckham	Hoveton	Runton	Tunstead and Sco Ruston	
East Ruston	Ingham	Ryburgh	Upper Sheringham	
	Ingworth	Salthouse	Walcott	
		Scottow		

Appendix C

Non-Domestic Rates Discretionary Reduction Policy

1. GENERAL PRINCIPLES

Discretionary hardship relief allows the Council to reduce or remit an NNDR (Business rates) charge under Section 49 of the Local Government Finance Act 1988.

The principal purpose of awarding a discretionary reduction shall be to provide short-term assistance to businesses that are suffering unexpected hardship, arising from circumstances beyond the business's control and outside of the normal risks associated with running a business of that type.

2. DISCRETIONARY REDUCTION ELIGIBILITY

The Council will only consider awarding a reduction under Section 49 where it is satisfied that:

- ✓ The ratepayer would sustain significant hardship if the Council failed to grant Hardship Relief; and
- ✓ Full regard has been given to the interest of its council taxpayers and it is considered reasonable for the Council to provide the reduction. North Norfolk District Council funds 40% of any relief awarded.
- ✓ The "interest" of local council taxpayers may go wider than direct financial interests; for example, where employment prospects in an area would be worsened by a ratepayer going out of business, or the amenities of an area might be reduced by, for instance, the loss of a neighbourhood shop or services.
- ✓ Applicants should disclose all relevant factors affecting the ability of the business to meet its current and future rate liabilities.
- ✓ A business will not be considered to be suffering financial hardship in any annual accounting period during which it is profitable or has experienced a loss which is minor in comparison to the overall turnover of the business.
- ✓ In determining whether a business is profitable account shall be taken of reasonable drawings by the proprietor or directors.
- ✓ It is expected that the business has taken prompt action to mitigate any factors giving rise to hardship. Examples of mitigating actions may include seeking business advice, discounts, and promotions, reviewing pricing, extending the range of stock or services, negotiating with creditors etc. Applications may be declined in circumstances where the business is unable to demonstrate that it is taking reasonable steps to alleviate the hardship.

3. APPLICATIONS

All applications for discretionary rate reduction should be made to Non-Domestic (Business) Rates team at Brates@north-norfolk.gov.uk and must be accompanied by:

- A fully completed application form.
- Copies of the business audited accounts and balance sheets for the last two years
- A comprehensive Business Plan incorporating a brief history of the business and what the business plans are to rectify its financial situation.
- Cash Flow forecast for a minimum of the next 12 months.
- Where the business has traded for less than two years accounts must be provided where available along with bank statements for at least the three months leading up to the application, and draft accounts or budget forecasts for the period since the business commenced trading.

No award shall be made where it appears to the Council that the proprietor of the business has failed to exercise due diligence to anticipate circumstances that may give rise to hardship, financial or otherwise, and/or to put in place measures to prevent or mitigate the circumstances.

The Business Rates Team will assess all applications, and the Revenue Manager will make decisions where he has delegated authority up to the NNDC cost value of £4k.

All other relief applications with NNDC cost value of £4k or over will be presented by the Revenues Manager to the Discretionary Rate Relief Panel which will consist of the Section 151 Officer and the portfolio cabinet holder representing the Revenues Service.

Applicants must engage with the Council's Revenues team during this process and should be aware that it is likely that the Council will require some contribution to any outstanding liabilities whilst the application is determined.

A decision as to whether to award discretionary reduction will be made based off the information held, and a decision notice detailing the level of any reduction awarded and for what time period, will be issued in writing alongside any adjusted Non-Domestic (Business) Rate Demand Notice. Should the application be rejected, the applicant will be notified in writing.

4. FACTORS THE COUNCIL WILL CONSIDER

Although there is no statutory definition of hardship some guidance has been provided by the Government and case law to assist in the consideration of discretionary reduction applications.

- A blanket approach, either to give or not to give a reduction, should not be adopted by the Authority, each application should be considered on its own merits.

- Any reduction granted should be the exception rather than the rule. Hardship under section 49 Local Government Finance Act 1988 should be seen as a short-term award and not a continuous or long-term solution.
- All relevant factors affecting the ability of a business/ratepayer to meet their liability for rates should be considered.
- The test of hardship does not have to be confined to ‘financial,’ all relevant factors affecting the ability of a business to meet its liability for rates should be considered.
- The ‘interest’ of local taxpayers may go wider than just the financial impact. Consideration to the effect of any business closure on the local community should be considered for example, where the employment prospects of the area would be worsened, or the amenities of an area being reduced, for instance, the loss of the only shop in a village.
- The hardship caused to a ratepayer may be self-evident, for example where a business has been affected by severe loss of trade, due to external factors such as natural disasters or pandemic. However, the council will have to consider how the business can demonstrate such loss of trade or business. For example, do accounts, order books, till receipts or VAT returns show a marked decline in trade compared to corresponding periods in previous years?

The table below identifies some of the factors that will be considered in deciding whether to award a discretionary reduction to an organisation.

Factors	Guideline Considerations
The Financial Positions?	Hardship will often be determined based on the financial position of the ratepayer’s business. In addition to looking at the business ability to pay rates. The Council will also want to see evidence of the business’ future viability.
How important is the organisation to the local community?	A business applying for a discretionary reduction must be of high importance to the local community. Does the business provide a service or fulfil a need for the local area?
Is the same service available in the same locality?	Consideration will be given as to whether the service provided by the business is available in the same locality or within reasonable distance of the business address.
Is the same service available by public transport?	Public transport to the nearest alternative service is not available or is very restricted.
How long is the hardship likely to last for?	Awards are less likely to be made if the Council believe that the need for assistance may be a for a medium- or long-term period. Discretionary reductions should only be awarded for short term assistance.

The Council recognises that there will be occasions when an applicant does not satisfy all the above factors. The Council will consider each application on its own merits and the granting of any reduction will be based on the facts of each case.

5. UNOCCUPIED PROPERTIES

Discretionary reductions will only be awarded in respect of unoccupied properties in exceptional circumstances where the applicant can show that making such an award will provide a clear and tangible benefit to the taxpayers of the district.

6. DURATION OF AWARDS

All Discretionary reductions will end at the end of the financial year, unless the award has already been ended from an earlier date. Should the reduction be required to continue, a further application may be made in the new financial year, however in considering repeated applications the Council will take into consideration the number and value of previous awards. The Council may require repeat applicants to provide evidence from an accountant or other professional adviser regarding the long-term financial viability of the business.

7. SUBSIDY LIMITS (Previously known as State Aid)

The Council must be satisfied that the award of any discretionary reduction complies with the UK's international subsidy control commitments, and the award of a discretionary reduction is likely to amount to a subsidy.

In most cases a discretionary reduction will fall within the Small Amounts of Financial Assistance Allowance, and the Council will consider any award in line with the restrictions and limits described at <https://www.north-norfolk.gov.uk/subsidy-control>. Applicants should familiarise themselves with their obligations under these requirements.

8. APPEALS RIGHTS

Although there is no legal right of appeal against the Council's decisions on discretionary reduction applications; in keeping with good customer care practice and principles of transparency this policy provides for a review / reconsideration of any decision.

The Revenues Manager will reconsider a decision made under delegated authority in the first instance. Any ratepayer requesting a reconsideration must apply in writing, providing supporting evidence the ratepayer considers would support a different decision, or evidence that a particular factor or factors were not given sufficient weighting in the original decision.

Any further request for reconsideration or a request to review a decision of the Discretionary Relief Panel must be made in writing along with supporting evidence as above and will be presented to the Panel for consideration at the next available hearing. Any further appeals after a review by the Panel will not be considered.

The Council will acknowledge receipt of a further request for review / reconsideration in writing and advise the applicant of the date that the application will be reviewed, if known. The review / reconsideration request along with the additional evidence will be represented to a panel hearing that will consist of either the Section 151 Officer or Deputy Section 151 Officer and the Cabinet Portfolio Member responsible for Revenues and a final decision notice issued in writing.

Revised 23 January 2025.

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Prohibition of inconsiderate and inappropriate vehicle use related to Antisocial Behaviour.	
Executive Summary	<p>The Council in conjunction with our partners are proposing to introduce four new public space protection orders (PSPOs) within the North Norfolk District to prohibit inconsiderate and inappropriate vehicle use related to antisocial behaviour. This is part of a wider control strategy involving the Norfolk Constabulary and local authority partners to curb this style of behaviour.</p> <p>It is widely known that the ASB issues specified above are a cross-boundary issue and in some circumstances with perpetrators travelling extensive distances to attend meeting events. With other authorities establishing control measures, perpetrators are prepared to travel to avoid restrictions and frequently target those areas that have no controls.</p> <p>The purpose of these PSPOs will be to support the Constabulary and establish a consistent approach with our partners and reduce the likelihood of this form of ASB occurring in our district.</p> <p>These orders when approved will be in force for a period of 3 years, after which time the Council will be required to review and approve once more.</p> <p>The Council launched a 6-week consultation that concluded on the 11th of December 2024 to determine the views of residents and interested parties. During the consultation 7 responses were received from the public and all were unanimous in their support.</p>
Options considered	<p>Essentially there are two options:</p> <ul style="list-style-type: none"> • Endorse the proposals and bring NNDC in line with neighbouring local authority partners and Norfolk Constabulary. Create a PSPO in each of the named locations. • Turn down the proposal and do not endorse the proposals.

Consultation(s)	The Council launched a 6-week consultation that concluded on the 11th of December 2024 to determine the views of residents and interested parties. During the consultation 7 responses were received from the public and all were unanimous in their support.
Recommendations	It is the officer's recommendation that the proposals are accepted in full.
Reasons for recommendations	<ul style="list-style-type: none"> • Fulfil the council's contribution to Operation Octane (refer to appendix 2) and support the Norfolk Constabulary initiative. • Support our local authority partners and maintain consistency regarding enforcement. • Provide additional enforcement powers to NNDC regarding this type of ASB.
Background papers	Please refer to the operation octane briefing statement for members (appendix 2) and the PSPO order (appendix 1)

Wards affected	Cromer Town Suffield Park Stalham North Walsham West North Walsham East North Walsham Market Cross Lancaster North Lancaster South
Cabinet member(s)	Cllr Ringer
Contact Officer	James Ashby or Emily Capps (after 29 th of Jan 2025)

Links to key documents:	
Corporate Plan:	"Developing Our Communities"
Medium Term Financial Strategy (MTFS)	It is not anticipated that this work will have implications for the MTFS. Short term may have marginal implications for financial spend on signage.

Council Policies & Strategies	Corporate Enforcement Policy
-------------------------------	------------------------------

Corporate Governance:	
Is this a key decision	
Has the public interest test been applied	Yes
Details of any previous decision(s) on this matter	None

1. Purpose of the report

The purpose of this report is to present the Councils proposals to introduce 4 new public space protection orders (PSPOs) in Fakenham, North Walsham, Cromer, and Stalham. The introduction of these orders is to support the Norfolk Constabulary and in particular the multi-agency operation entitled Op Octane. To enhance enforcement powers to deal with antisocial driving activities. As part of this process a 6-week public consultation was launched and was concluded on the 11th of Dec 2024. During the consultation, 7 responses were received from the public and all were unanimous in their support for these proposals.

2. Introduction & Background

Gatherings of modified car enthusiasts have always been a popular way for those with a shared interest to socialise and view each other's vehicles. However, increasingly in Norfolk we are seeing large groups of vehicles travelling between cross boundary locations causing multiple incidents of anti-social behaviour (ASB) and committing various other driving offences.

Car meets can involve over 300 vehicles and over 500 people. Vehicles will drive on our road network or congregate in industrial estates, retail parks, other car parks or residential areas. The actions of some drivers, such as racing, speeding, performing 'doughnuts' or 'burnouts and inappropriate parking can cause serious disruption in the local area and put themselves, spectators and other road users at risk. In other force areas, there have been several serious multiple injuries and some fatal collisions at and associated with car meets.

There is also often a significant impact on the wider community, such as noise, damage to road surfaces, verbal abuse, litter etc., and this is reflected in the number of complaints received by the Constabulary from the public, which have averaged nearly 40 per month over the last two years.

In view of the above in conjunction with Norfolk Constabulary, North Norfolk District Council have drafted 4 proposed public space protection orders for North Walsham, Cromer, Fakenham and Stalham see appendix 1 for a map showing the applicable areas. These areas were highlighted by the Constabulary as high-risk areas based upon intelligence data.

The Public Space Protection Orders will include the following restrictions:

- driving at excessive speed
- sudden and/or repeated acceleration and deceleration
- street racing
- stunts (including, but not limited to, dough-nutting, handbrake turns, drifting, and burnouts)
- continuous engine revving while stationary
- unnecessary use of the horn
- amplified music
- littering from a vehicle
- threatening, abusive or intimidating language or behaviour associated with vehicle use

3. Proposals and Options.

There are essentially two options to consider. Firstly, to endorse the proposals and bring NNDC in line with local authority partners and Norfolk Constabulary or alternatively to turn down the proposal and do not endorse the proposals.

4. Corporate Priorities

These proposals will help to safeguard and protect the communities against Anti-Social Behavior.

5. Financial and Resource Implications

There may be some minor and short-term implications regarding financial spend with the provision of signage for each area, however staffing resource will be within the confines of existing budgets.

Comments from the S151 Officer:

Supports the proposals and no specific comments to make.

6. Legal Implications

These PSPO's are being established on behalf of Norfolk Constabulary. It is anticipated that enforcement will be conducted primarily by the Constabulary, as such legal implications for NNDC will be minimal.

Comments from the Monitoring Officer

Supports proposals no comments required

7. Risks

There are no anticipate significant risks by accepting the report recommendations. Failure to adopt the PSPO would carry a greater degree of risk, primarily reputational but also there may be implications for the Council and Constabulary's ability to manage this form of anti-social activity.

8. Net ZeroTarget

Effective enforcement powers will prevent large gatherings of motor vehicles, although minor, this would have marginal impact of carbon emissions and local air pollution.

9. Equality, Diversity & Inclusion

The proposals have been examined regarding the Councils Equality, Diversity and Inclusion Policy, and appears to be consistent principles set out in this document.

10. Community Safety issues

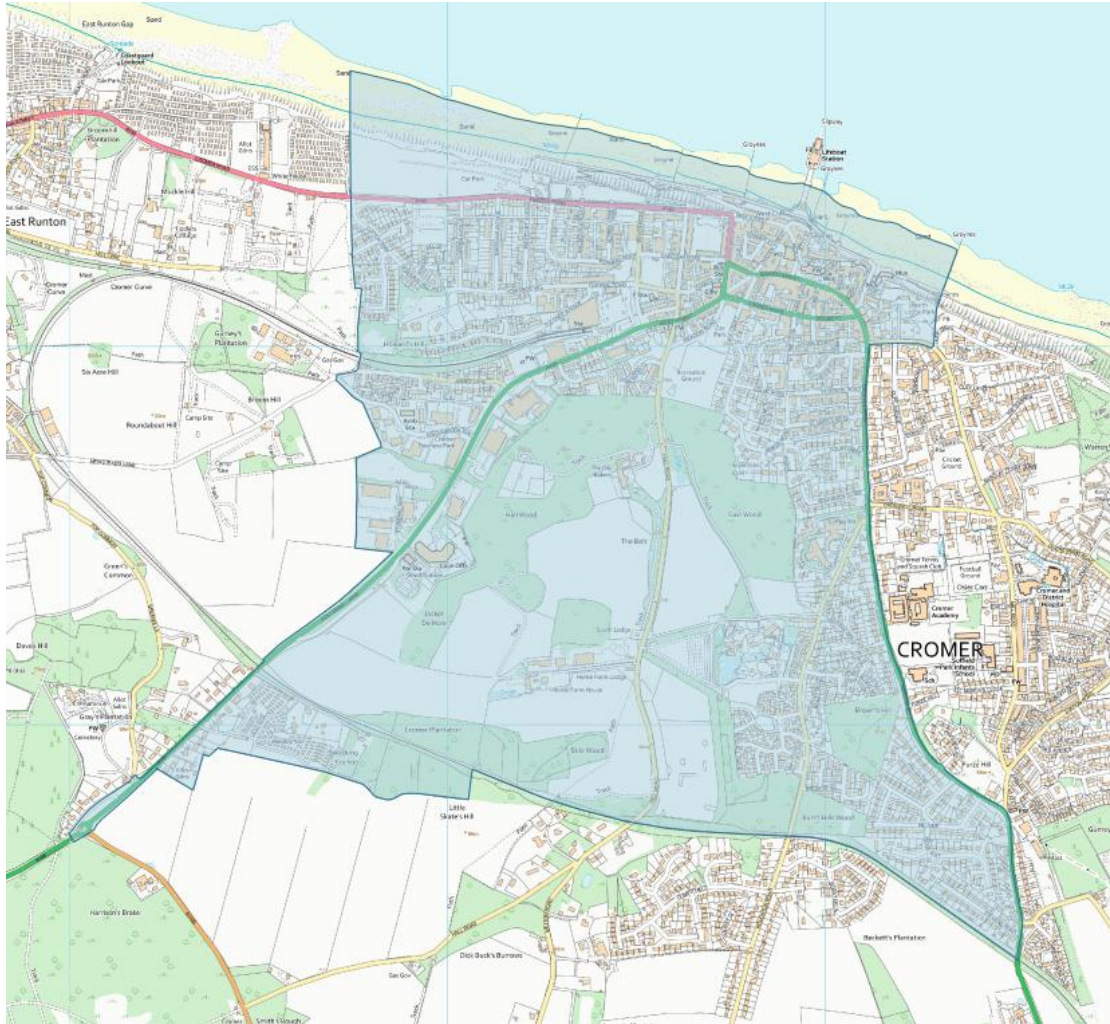
One of the primary goals of these proposals are to enhance community safety. The very nature of antisocial activities involving motor vehicles are such that they present dangers to the perpetrators, other road users and pedestrians. Nationally a number of deaths and injuries have been reported in association with large car meets and drag racing activities in urban areas. The addition of these powers will ensure that this risk can be mitigated, and tragic incidents prevented.

Conclusion and Recommendations

It is the recommendation that the proposal for these PSPOs powers be endorsed and accepted by cabinet.

Appendix 1:

Cromer



The Anti-Social Behaviour, Crime and Policing Act 2014
Public Space Protection Order:
Inappropriate and Inconsiderate Vehicle Use
Cromer Order: NNDC053
North Norfolk District Council 2024

North Norfolk District Council (“the Council”) hereby makes the following Order:

This Order comes into force on 20th August 2024 for a period of 3 years.

This Order is made by North Norfolk District Council ("the council") in exercise of its powers under Section 59 and Chapter 2 of Part 4 of the Anti-social Behaviour Crime and Policing Act 2014 ("the Act"). The council is satisfied that the activities, namely:

- Inappropriate and inconsiderate vehicle use causing vehicle related Anti-Social Behaviour

Occurring within Cromer ("the public place") has had a detrimental effect on the quality of

life of those in the locality and that such activities are:

- a) is, or is likely to be, of a persistent or continuing nature,
- b) is, or is likely to be, such as to make the activity unreasonable, and
- c) and the restrictions imposed by this notice are justified.

1. DURATION OF THE ORDER

This Order comes into force on 10th August 2024 for a period of 3 years, unless extended by further orders under the council's statutory powers.

2. THE RESTRICTED AREA

2.1-Cromer

This order relates to all public space shown within the restricted area shown in **Schedule 1** defined by the shaded area including the highway and highway boundary which the shaded area runs through and, to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of expressed or implied permission. **Schedule 1** covers the Town of Cromer all land within.

3. THE RESTRICTIONS

A person may not carry out, assist, or encourage, any of the activities below, at any time within the area covered by this Public Space Protection Order:

- a) a motor vehicle at excessive speed
- b) driving a motor vehicle causing unnecessary and/or repeated acceleration and deceleration.
- c) racing other motor vehicles or street racing or gathering for the purpose of street racing.
- d) performing stunts in or on a motor vehicle (examples include, but not limited to; dough-nutting, handbrake turns, J - turns, drifting, wheel spinning/burnouts, wheelies).
- e) repeatedly or continuously rev the engine of a motor vehicle unnecessarily while the vehicle is stationary.
- f) unnecessarily sounding the horn of a motor vehicle.
- g) while in a public car park, play amplified music in or powered from a vehicle which can be heard beyond the boundaries of the car park, or which causes or is likely to cause a nuisance to others.
- h) enter any public car park within schedule 1 by persons in motor vehicles between the hours of 7pm and 6am for the purpose of vehicle display or racing.
- i) throws down, drops or otherwise deposits litter from a motor vehicle and leaves it.
- j) using threatening/abusive/intimidating language or behaviour associated with the use of a vehicle.

4. DEFINITIONS

- Public space - for the purposes of this order is defined as per section 2.1 above
- Motor vehicles - for the purposes of this order is a motor vehicle as defined by the
- Road Traffic Act 1988

- Emergency Vehicle - for the purposes of this order as defined by the Road Traffic Act 1988
- Vehicle Horn - for the purposes of this order as defined by the Highway Code (latest edition), Road Traffic Act 1988 & Control of Pollution Act 1974 Part 3, Section 62 (2(a))
- The responsible person for a breached of the order which has occurred under the terms of paragraph 3.f.g & i shall be, either the person responsible for the offence or the registered keeper/owner of that vehicle (registered keeper is whom the vehicle is registered by the DVLA).

5. EXEMPTIONS

Anti-social Behaviour, Crime and Policing Act 2014

Section 3.a & b does not apply to an emergency vehicle which at that material time is being use in the course of its operational duty.

Section 3.f. permitted use of a vehicle horn as set out within the Highway Code or Control of Pollution Act 1974 (emergency vehicles and Ice Cream vans)

Section 3.i - The registered keeper of the vehicle shall not be liable for an offence where the vehicle is either a -

- a) A public service vehicle or other form of public transport i.e. community bus/transport.
- b) A licensed hackney carriage or private hire vehicle and the person acting in the contravention under this section is a passenger in that vehicle.

6. Offence of failing to comply with order - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 67

(1) It is an offence for a person without reasonable excuse—

- a) to do anything that the person is prohibited from doing by a public spaces protection order, or
- b) to fail to comply with a requirement to which the person is subject under a public spaces protection order.

(2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

(3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.

7. Fixed penalty notices - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 68

(1) A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 or 67 in relation to a public spaces protection order.

(2) A fixed penalty notice is a notice offering the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

8. WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER

It is an offence for a person who, without reasonable excuse, does anything that the person is prohibited from doing by this order or fails to comply with a requirement of the order. A person guilty of an offence is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Pursuant to section 68 of the Anti-Social Behaviour, Crime and Policing Act 2014:

- i. A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 in relation to a public space's protection order.
- ii. A fixed penalty notice is a notice offering the person to whom it is issued the of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

9. RIGHT TO APPEAL

Any interested person wishing to challenge the validity of this order must do so within 6 weeks beginning with the date on which this order is made or, if applicable, varied. An application under section 66 Anti-social Behaviour, Crime and Policing Act 2014 is to the High Court.

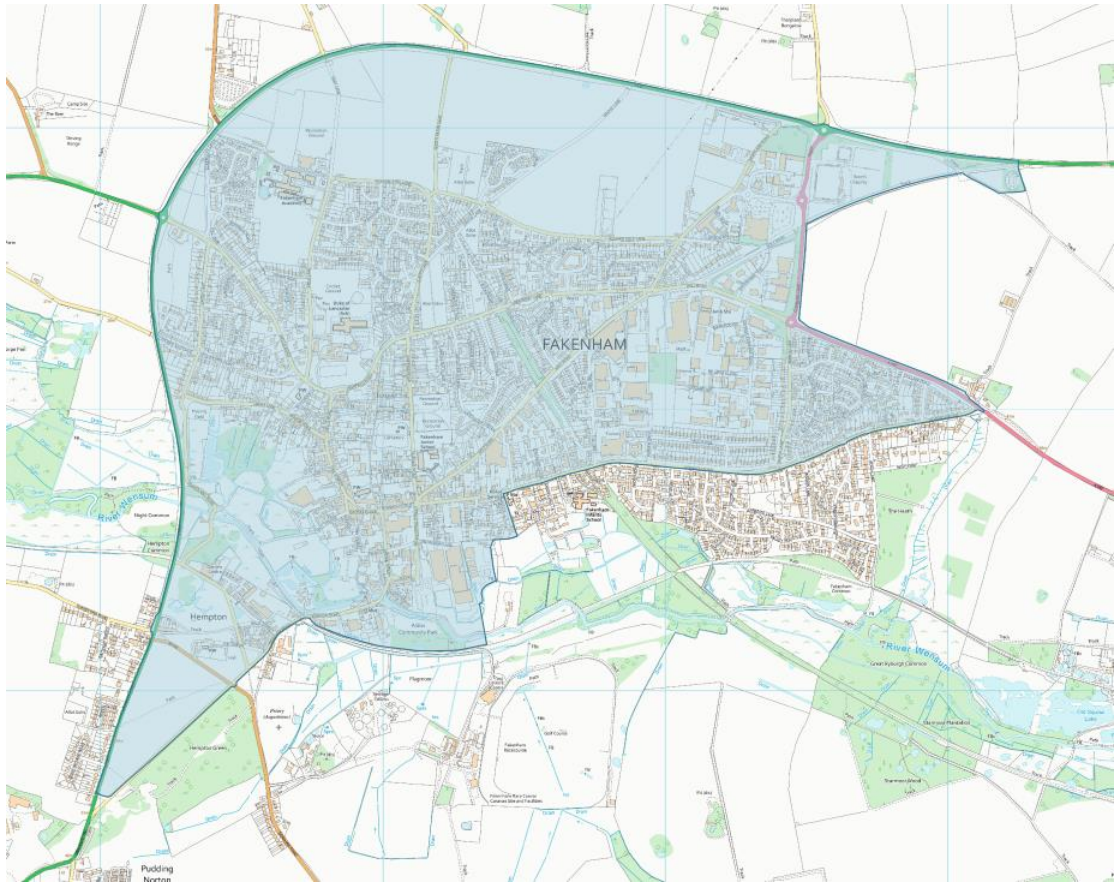
Date this of

**THE COMMON SEAL of NORTH
NORFOLK DISTRICT COUNCIL**

**Was hereunto affixed in the
presence of**

Duly Authorised Signatory

Fakenham:



The Anti-Social Behaviour, Crime and Policing Act 2014
Public Space Protection Order:
Inappropriate and Inconsiderate Vehicle Use
Fakenham Order: NNDC054
North Norfolk District Council 2024

North Norfolk District Council ("the Council") hereby makes the following Order:

This Order comes into force on 20th August 2024 for a period of 3 years.

This Order is made by North Norfolk District Council ("the council") in exercise of its powers under Section 59 and Chapter 2 of Part 4 of the Anti-social Behaviour Crime and Policing Act 2014 ("the Act"). The council is satisfied that the activities, namely:

- Inappropriate and inconsiderate vehicle use causing vehicle related Anti-Social Behaviour

Occurring within Fakenham ("the public place") has had a detrimental effect on the quality of

life of those in the locality and that such activities are:

- d) is, or is likely to be, of a persistent or continuing nature,
- e) is, or is likely to be, such as to make the activity unreasonable, and
- f) and the restrictions imposed by this notice are justified.

1. DURATION OF THE ORDER

This Order comes into force on 10th August 2024 for a period of 3 years, unless extended by further orders under the council's statutory powers.

2. THE RESTRICTED AREA

2.1-Fakenham

This order relates to all public space shown within the restricted area shown in **Schedule 1** defined by the shaded area including the highway and highway boundary which the shaded area runs through and, to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of expressed or implied permission. **Schedule 1** covers the Town of Fakenham all land within.

3. THE RESTRICTIONS

A person may not carry out, assist, or encourage, any of the activities below, at any time within the area covered by this Public Space Protection Order:

- k) a motor vehicle at excessive speed
- l) driving a motor vehicle causing unnecessary and/or repeated acceleration and deceleration.
- m) racing other motor vehicles or street racing or gathering for the purpose of street racing.
- n) performing stunts in or on a motor vehicle (examples include, but not limited to; dough-nutting, handbrake turns, J - turns, drifting, wheel spinning/burnouts, wheelies).
- o) repeatedly or continuously rev the engine of a motor vehicle unnecessarily while the vehicle is stationary.
- p) unnecessarily sounding the horn of a motor vehicle.
- q) while in a public car park, play amplified music in or powered from a vehicle which can be heard beyond the boundaries of the car park, or which causes or is likely to cause a nuisance to others.
- r) enter any public car park within schedule 1 by persons in motor vehicles between the hours of 7pm and 6am for the purpose of vehicle display or racing.
- s) throws down, drops or otherwise deposits litter from a motor vehicle and leaves it.
- t) using threatening/abusive/intimidating language or behaviour associated with the use of a vehicle.

4. DEFINITIONS

- Public space - for the purposes of this order is defined as per section 2.1 above
- Motor vehicles - for the purposes of this order is a motor vehicle as defined by the
 - Road Traffic Act 1988
- Emergency Vehicle - for the purposes of this order as defined by the Road Traffic Act
 - 1988

- Vehicle Horn - for the purposes of this order as defined by the Highway Code (latest edition), Road Traffic Act 1988 & Control of Pollution Act 1974 Part 3, Section 62 (2(a))
- The responsible person for a breached of the order which has occurred under the terms of paragraph **3.f.g & i** shall be, either the person responsible for the offence or the registered keeper/owner of that vehicle (registered keeper is whom the vehicle is registered by the DVLA).

5. EXEMPTIONS

Anti-social Behaviour, Crime and Policing Act 2014

Section 3.a & b does not apply to an emergency vehicle which at that material time is being use in the course of its operational duty.

Section 3.f. permitted use of a vehicle horn as set out within the Highway Code or Control of Pollution Act 1974 (emergency vehicles and Ice Cream vans)

Section 3.i - The registered keeper of the vehicle shall not be liable for an offence where the vehicle is either a -

- c) A public service vehicle or other form of public transport i.e. community bus/transport.
- d) A licensed hackney carriage or private hire vehicle and the person acting in the contravention under this section is a passenger in that vehicle.

6. Offence of failing to comply with order - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 67

(1) It is an offence for a person without reasonable excuse—

- c) to do anything that the person is prohibited from doing by a public spaces protection order, or
- d) to fail to comply with a requirement to which the person is subject under a public spaces protection order.

(2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

(3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.

7. Fixed penalty notices - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 68

(3) A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 or 67 in relation to a public spaces protection order.

(4) A fixed penalty notice is a notice offering the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

8. WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER

It is an offence for a person who, without reasonable excuse, does anything that the person is prohibited from doing by this order or fails to comply with a requirement of the order. A person guilty of an offence is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Pursuant to section 68 of the Anti-Social Behaviour, Crime and Policing Act 2014:

- iii. A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 in relation to a public space's protection order.
- iv. A fixed penalty notice is a notice offering the person to whom it is issued the of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

9. RIGHT TO APPEAL

Any interested person wishing to challenge the validity of this order must do so within 6 weeks beginning with the date on which this order is made or, if

applicable, varied. An application under section 66 Anti-social Behaviour, Crime and Policing Act 2014 is to the High Court.

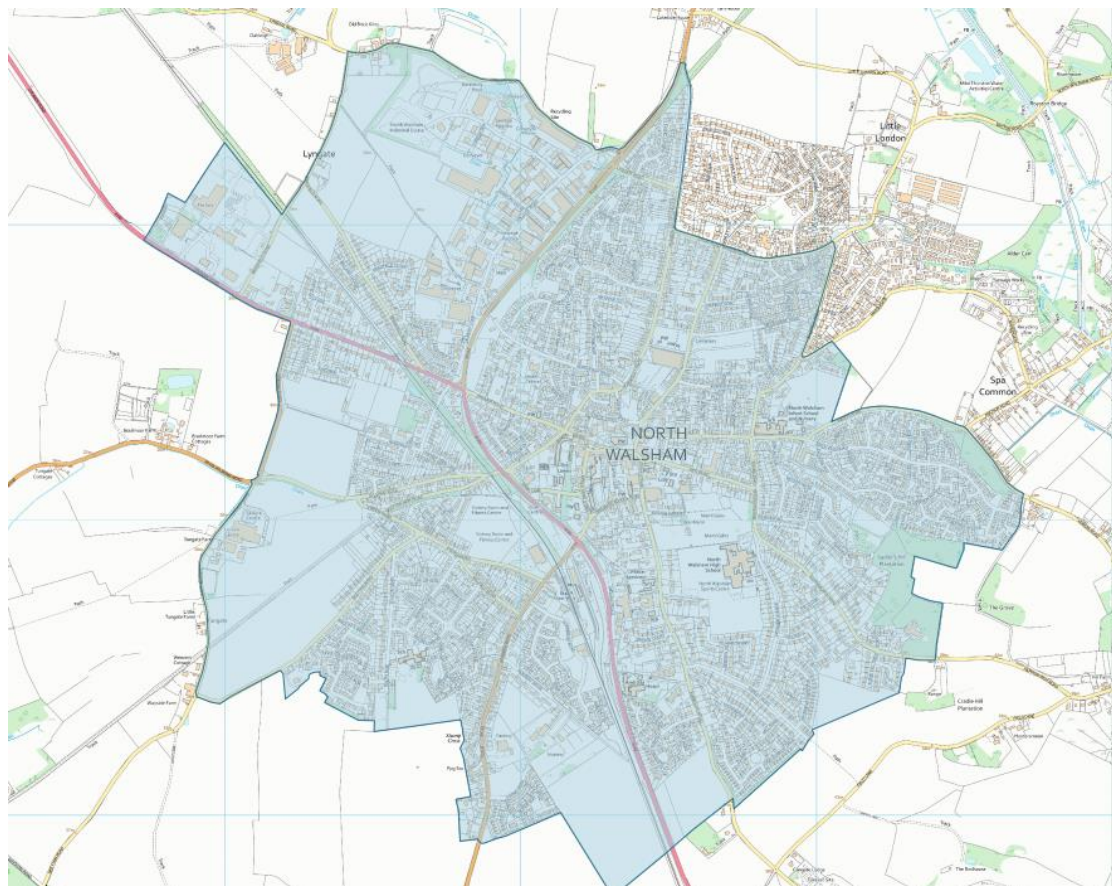
Date this of

**THE COMMON SEAL of NORTH
NORFOLK DISTRICT COUNCIL**

**Was hereunto affixed in the
presence of**

Duly Authorised Signatory

North Walsham:



The Anti-Social Behaviour, Crime and Policing Act 2014
Public Space Protection Order:
Inappropriate and Inconsiderate Vehicle Use
North Walsham Order: NNDC056
North Norfolk District Council 2024

North Norfolk District Council (“the Council”) hereby makes the following Order:

This Order comes into force on 20th August 2024 for a period of 3 years.

This Order is made by North Norfolk District Council ("the council") in exercise of its powers under Section 59 and Chapter 2 of Part 4 of the Anti-social Behaviour Crime and Policing Act 2014 ("the Act"). The council is satisfied that the activities, namely:

- Inappropriate and inconsiderate vehicle use causing vehicle related Anti-Social Behaviour

Occurring within North Walsham ("the public place") has had a detrimental effect on the quality of

life of those in the locality and that such activities are:

- g) is, or is likely to be, of a persistent or continuing nature,
- h) is, or is likely to be, such as to make the activity unreasonable, and
- i) and the restrictions imposed by this notice are justified.

1. DURATION OF THE ORDER

This Order comes into force on 10th August 2024 for a period of 3 years, unless extended by further orders under the council's statutory powers.

2. THE RESTRICTED AREA

2.1-North Walsham

This order relates to all public space shown within the restricted area shown in **Schedule 1** defined by the shaded area including the highway and highway boundary which the shaded area runs through and, to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of expressed or implied permission. **Schedule 1** covers the Town of North Walsham all land within.

3. THE RESTRICTIONS

A person may not carry out, assist, or encourage, any of the activities below, at any time within the area covered by this Public Space Protection Order:

- u) a motor vehicle at excessive speed
- v) driving a motor vehicle causing unnecessary and/or repeated acceleration and deceleration.
- w) racing other motor vehicles or street racing or gathering for the purpose of street racing.
- x) performing stunts in or on a motor vehicle (examples include, but not limited to; dough-nutting, handbrake turns, J - turns, drifting, wheel spinning/burnouts, wheelies).
- y) repeatedly or continuously rev the engine of a motor vehicle unnecessarily while the vehicle is stationary.
- z) unnecessarily sounding the horn of a motor vehicle.
- aa)while in a public car park, play amplified music in or powered from a vehicle which can be heard beyond the boundaries of the car park, or which causes or is likely to cause a nuisance to others.

bb) enter any public car park within schedule 1 by persons in motor vehicles between the hours of 7pm and 6am for the purpose of vehicle display or racing.

cc) throws down, drops or otherwise deposits litter from a motor vehicle and leaves it.

dd) using threatening/abusive/intimidating language or behaviour associated with the use of a vehicle.

4. DEFINITIONS

- Public space - for the purposes of this order is defined as per section 2.1 above
- Motor vehicles - for the purposes of this order is a motor vehicle as defined by the
- Road Traffic Act 1988
- Emergency Vehicle - for the purposes of this order as defined by the Road Traffic Act
- 1988
- Vehicle Horn - for the purposes of this order as defined by the Highway Code (latest
- edition), Road Traffic Act 1988 & Control of Pollution Act 1974 Part 3, Section 62 (2(a))
- The responsible person for a breach of the order which has occurred under the
- terms of paragraph 3.f.g & i shall be, either the person responsible for the offence or
- the registered keeper/owner of that vehicle (registered keeper is whom the vehicle is
- registered by the DVLA).

5. EXEMPTIONS

Anti-social Behaviour, Crime and Policing Act 2014

Section 3.a & b does not apply to an emergency vehicle which at that material time is being used in the course of its operational duty.

Section 3.f. permitted use of a vehicle horn as set out within the Highway Code or Control of Pollution Act 1974 (emergency vehicles and Ice Cream vans)

Section 3.i - The registered keeper of the vehicle shall not be liable for an offence where the vehicle is either a -

- e) A public service vehicle or other form of public transport i.e. community bus/transport.
- f) A licensed hackney carriage or private hire vehicle and the person acting in the contravention under this section is a passenger in that vehicle.

6. Offence of failing to comply with order - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 67

(1) It is an offence for a person without reasonable excuse—

- e) to do anything that the person is prohibited from doing by a public spaces protection order, or
- f) to fail to comply with a requirement to which the person is subject under a public spaces protection order.

(2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

(3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.

7. Fixed penalty notices - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 68

(5) A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 or 67 in relation to a public spaces protection order.

(6) A fixed penalty notice is a notice offering the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

8. WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER

It is an offence for a person who, without reasonable excuse, does anything that the person is prohibited from doing by this order or fails to comply with a requirement of the order. A person guilty of an offence is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Pursuant to section 68 of the Anti-Social Behaviour, Crime and Policing Act 2014:

- v. A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 in relation to a public space's protection order.
- vi. A fixed penalty notice is a notice offering the person to whom it is issued the of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

9. RIGHT TO APPEAL

Any interested person wishing to challenge the validity of this order must do so within 6 weeks beginning with the date on which this order is made or, if applicable, varied. An application under section 66 Anti-social Behaviour, Crime and Policing Act 2014 is to the High Court.

Date this of

THE COMMON SEAL of NORTH

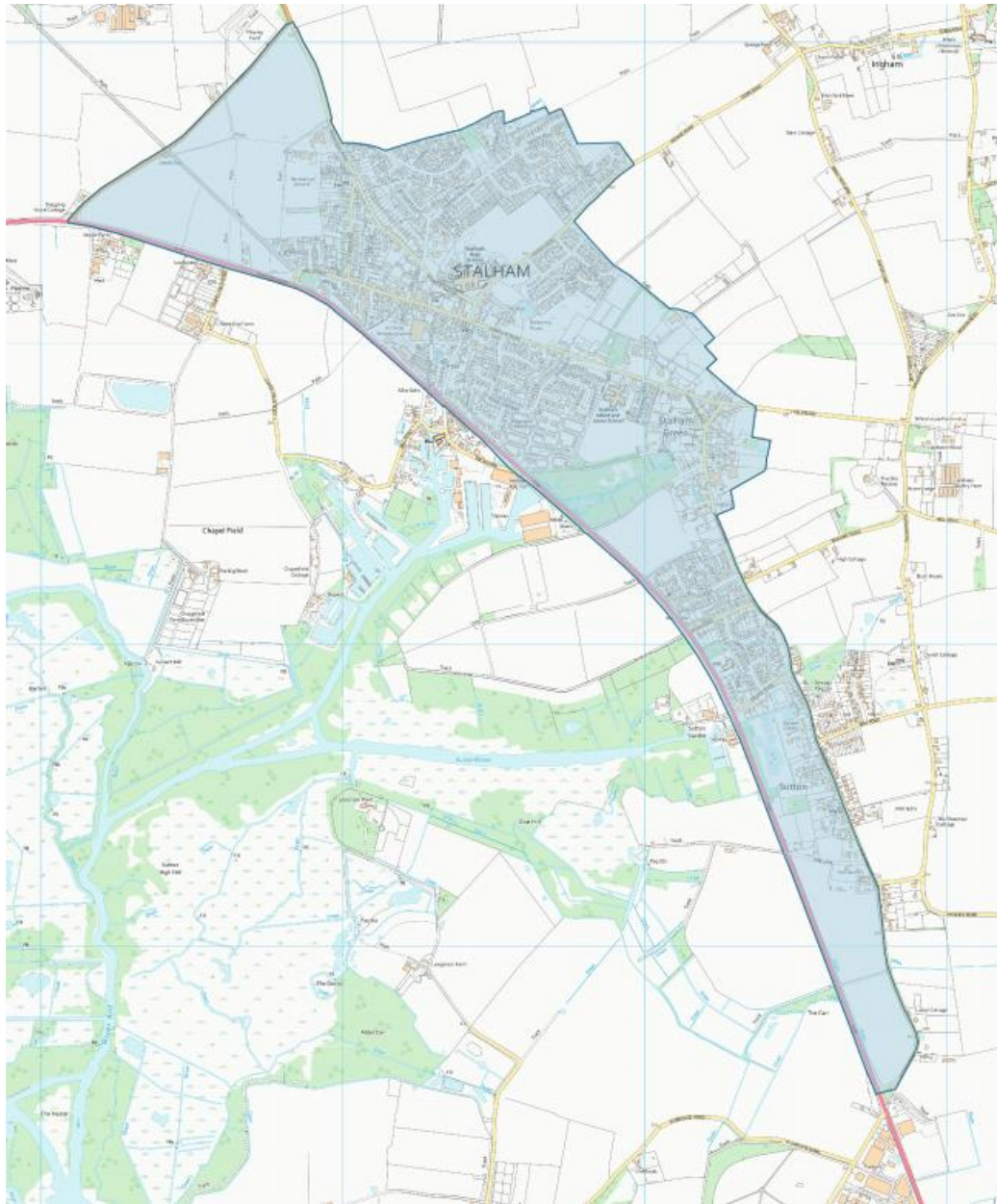
NORFOLK DISTRICT COUNCIL

Was hereunto affixed in the

presence of

Duly Authorised Signatory

Stalham:



The Anti-Social Behaviour, Crime and Policing Act 2014
Public Space Protection Order:
Inappropriate and Inconsiderate Vehicle Use
Stalham Order: NNDC057
North Norfolk District Council 2024

North Norfolk District Council (“the Council”) hereby makes the following Order:

This Order comes into force on xxxxxx for a period of 3 years.

This Order is made by North Norfolk District Council ("the council") in exercise of its powers under Section 59 and Chapter 2 of Part 4 of the Anti-social Behaviour Crime and Policing Act 2014 ("the Act"). The council is satisfied that the activities, namely:

- Inappropriate and inconsiderate vehicle use causing vehicle related Anti-Social Behaviour

Occurring within Stalham ("the public place") has had a detrimental effect on the quality of

life of those in the locality and that such activities are:

- j) is, or is likely to be, of a persistent or continuing nature,
- k) is, or is likely to be, such as to make the activity unreasonable, and
- l) and the restrictions imposed by this notice are justified.

1. DURATION OF THE ORDER

This Order comes into force on 10th August 2024 for a period of 3 years, unless extended by further orders under the council's statutory powers.

2. THE RESTRICTED AREA

2.1-Stalham

This order relates to all public space shown within the restricted area shown in **Schedule 1** defined by the shaded area including the highway and highway boundary which the shaded area runs through and, to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of expressed or implied permission. **Schedule 1** covers the Town of Stalham all land within.

3. THE RESTRICTIONS

A person may not carry out, assist, or encourage, any of the activities below, at any time within the area covered by this Public Space Protection Order:

- ee) a motor vehicle at excessive speed
- ff) driving a motor vehicle causing unnecessary and/or repeated acceleration and deceleration.

- gg) racing other motor vehicles or street racing or gathering for the purpose of street racing.

- hh) performing stunts in or on a motor vehicle (examples include, but not limited to; dough-nutting, handbrake turns, J - turns, drifting, wheel spinning/burnouts, wheelies).

- ii) repeatedly or continuously rev the engine of a motor vehicle unnecessarily while the vehicle is stationary.

- jj) unnecessarily sounding the horn of a motor vehicle.

- kk) while in a public car park, play amplified music in or powered from a vehicle which can be heard beyond the boundaries of the car park, or which causes or is likely to cause a nuisance to others.

- ll) enter any public car park within schedule 1 by persons in motor vehicles between the hours of 7pm and 6am for the purpose of vehicle display or racing.

- mm) throws down, drops or otherwise deposits litter from a motor vehicle and leaves it.

- nn) using threatening/abusive/intimidating language or behaviour associated with the use of a vehicle.

4. DEFINITIONS

- Public space - for the purposes of this order is defined as per section 2.1 above

- Motor vehicles - for the purposes of this order is a motor vehicle as defined by the
- Road Traffic Act 1988

- Emergency Vehicle - for the purposes of this order as defined by the Road Traffic Act
- 1988

- Vehicle Horn - for the purposes of this order as defined by the Highway Code (latest edition), Road Traffic Act 1988 & Control of Pollution Act 1974 Part 3, Section 62 (2(a))
- The responsible person for a breached of the order which has occurred under the terms of paragraph **3.f.g & i** shall be, either the person responsible for the offence or
- the registered keeper/owner of that vehicle (registered keeper is whom the vehicle is registered by the DVLA).

5. EXEMPTIONS

Anti-social Behaviour, Crime and Policing Act 2014

Section 3.a & b does not apply to an emergency vehicle which at that material time is being use in the course of its operational duty.

Section 3.f. permitted use of a vehicle horn as set out within the Highway Code or Control of Pollution Act 1974 (emergency vehicles and Ice Cream vans)

Section 3.i - The registered keeper of the vehicle shall not be liable for an offence where the vehicle is either a -

- g) A public service vehicle or other form of public transport i.e. community bus/transport.
- h) A licensed hackney carriage or private hire vehicle and the person acting in the contravention under this section is a passenger in that vehicle.

6. Offence of failing to comply with order - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 67

(1) It is an offence for a person without reasonable excuse—

- g) to do anything that the person is prohibited from doing by a public spaces protection order, or
- h) to fail to comply with a requirement to which the person is subject under a public spaces protection order.

(2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

(3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.

7. Fixed penalty notices - Anti-social Behaviour, Crime and Policing Act 2014 -Chapter 2 Section 68

(7) A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 or 67 in relation to a public spaces protection order.

(8) A fixed penalty notice is a notice offering the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

8. WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER

It is an offence for a person who, without reasonable excuse, does anything that the person is prohibited from doing by this order or fails to comply with a requirement of the order. A person guilty of an offence is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Pursuant to section 68 of the Anti-Social Behaviour, Crime and Policing Act 2014:

- vii. A constable or an authorised person may issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 63 in relation to a public space's protection order.
- viii. A fixed penalty notice is a notice offering the person to whom it is issued the of discharging any liability to conviction for the offence by payment of a fixed penalty to a local authority specified in the notice.

9. RIGHT TO APPEAL

Any interested person wishing to challenge the validity of this order must do so within 6 weeks beginning with the date on which this order is made or, if

applicable, varied. An application under section 66 Anti-social Behaviour, Crime and Policing Act 2014 is to the High Court.

Date this of

**THE COMMON SEAL of NORTH
NORFOLK DISTRICT COUNCIL**

**Was hereunto affixed in the
presence of**

Duly Authorised Signatory

Appendix 2



Introduction

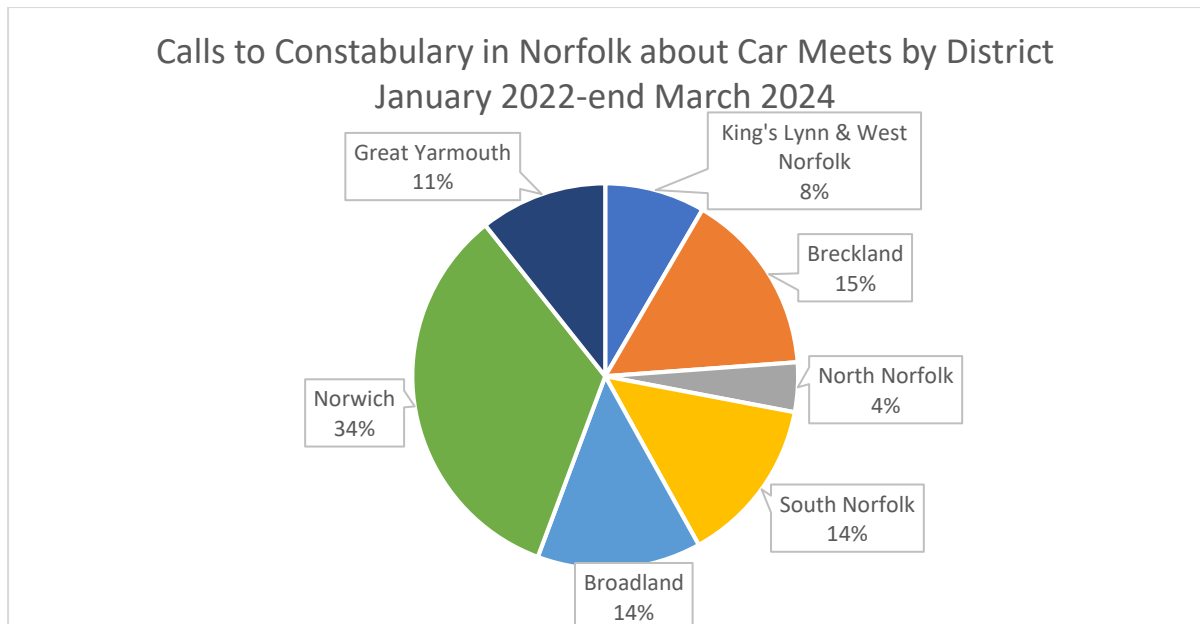
Meets of modified car enthusiasts have always been a popular way for those with a shared interest to socialise and view each other's vehicles. However, increasingly in Norfolk we are seeing large groups of vehicles travelling between numerous locations causing multiple incidents of anti-social behaviour (ASB) and committing various driving offences.

Car meets can involve over 300 vehicles and over 500 people. Vehicles will drive on our road network or congregate in industrial estates, retail parks, other car parks or residential areas. The actions of some drivers, such as racing, speeding, performing 'doughnuts' or 'burnouts' and inappropriate parking can cause serious disruption in the local area and put themselves, spectators and other road users at risk. In other force areas, there have been several serious multiple injury and some fatal collisions at and associated with car meets including this example shown [here](#). ****WARNING-CONTAINS GRAPHIC FOOTAGE OF A COLLISION AT A CAR MEET IN STEVENAGE IN JULY 2019****

There is also often a significant impact on the wider community, such as noise, damage to road surfaces, verbal abuse, litter etc., and this is reflected in the number of complaints received by the Constabulary from the public, which have averaged nearly 40 per month over the last two years.

Locations

The issue affects the whole county, although over the last two years around a third of all the calls were in Norwich District. There are 'hotspots' in all districts, often on retail parks or industrial estates, or on the highway, but can be in or nearby residential areas, which impact most significantly on the community.



Operation Octane

Local councils and Norfolk Constabulary have adopted a problem-solving response to address this issue. This is to ensure there is a consistent approach across all districts, minimising the risk of displacement from one area to another. In October 2023, Operation Octane was launched as a partnership response between Constabulary and local authorities and has the following aims;

- To address incidents of poor driving associated with car meets, thereby reducing the risk of road deaths and serious injury collisions and improving road safety.
- To reduce the impact on communities of vehicle-related and general antisocial behaviour associated with car meets.
- To adopt a consistent, effective county-wide approach to addressing car meets.

Operation Octane does not target genuine law-abiding car enthusiasts and positive engagement with and education of those attending car meets by officers is encouraged. However, those choosing to commit more serious offences will face appropriate interventions. This could include robust enforcement of Public Spaces Protection Orders (where they exist) and prosecution of other offences as appropriate which may result in criminal convictions, disqualification and vehicles being seized.

For lower level offending, an escalation model has been implemented where initial warning letters can be sent by Operational Partnership Teams (OPTs) following a first incident of attendance at a car meet where one of the following criteria applies;

- A call or complaint is received from a member of public.

- Constabulary witness and evidence ASB e.g. inappropriate driving, such as excessive revving, wheel spinning, noise, litter etc.
- A Traffic Offence Report (TOR) or a Section 59* is issued by Constabulary at a car meet or to a vehicle associated with a car meet. (*Section 59 of the Constabulary Reform Act 2002 gives Constabulary the power to stop, warn and seize vehicles in some circumstances where they are being used in an anti-social manner.)
- A breach of a Public Spaces Protection Order is witnessed or believed to have occurred.

Further incidents or attendance at car meets, by those with a first warning letter, would result in OPTs issuing a second warning letter. Stage one and two letters include reference to active PSPOs.

Those in receipt of stage two warnings, who are identified as participating in a further incident, can then be served with Community Protection Warnings (CPW) and Notices (CPN) under the Anti-Social Behaviour, Crime and Policing Act 2014. The OPT sergeants retain discretion to issue a CPW without prior warnings. Those breaching CPNs commit an offence and a Criminal Behaviour Order or injunction could be applied for.

Between the start of this escalation process in early 2023 and the end of March 2024, over 550 stage one warning letters had been sent. Just over 52 stage two letters have also been issued, alongside 24 CPWs, and just two CPNs, with no CPN breaches yet recorded. Following extensive consultation with internal stakeholders, partners and by examining good practice from other force areas, a process for the constabulary to Constabulary car meets has been established. Officers pocket guides have also been printed encouraging them to following the new protocol, which includes;

- Recording any intelligence relating to car meets or attendees and if urgent, contacting the Contact and Control Room (CCR), Road Policing and Armed response (RAPT) or Duty Sergeant.
- CCR and supervisors should consider appropriate resourcing for any meet, including RAPT and if necessary drones and other specialist resources. If the timeliness of the intelligence allows, partners are always advised, and invited to attend.
- Officers always use Body Worn Video (BWV) and record as many registration numbers of cars attending and capture evidence of ASB for the OPT escalation process.
- Officers are encouraged to engage with, educate and deter attendees. An Operation Octane flyer is available to distribute encouraging responsible behaviour (attached).
- Officers should deal with any offences positively by Section 59s, TORs etc. Seized stickers are available for those cars seized at meets. They should consider what CCTV or dashcam footage is available, including for retrospective investigations.

- Details of those who are offending or who have undisclosed modifications can be passed onto their insurers which may affect their premiums and may lead to policy cancellation or refusal.
- There is a communications strategy for any significant meets or positive action taken at a meet, with several high profile reports being covered on social media and in local media outlets.
- Local officers have identified at risk sites and give target hardening guidance to prevent car meets (First Principle leaflet attached-‘Car Meets Advice for Businesses’). Impact statements can be captured to support action using ASB tools.

Partnerships

Operation Octane involves working in partnership with Norfolk County Council, local district councils and National Highways, who have been and continue to meet regularly to provide a cohesive approach to improving and maintaining community safety. Public Space Protection Orders (PSPOs) have been in place in parts of [Great Yarmouth](#) and [King’s Lynn and West Norfolk](#) over several years. Recently, [Norwich City Council](#) and [Broadland District Council and South Norfolk Council](#) have all made PSPOs to cover their entire demographic areas. Breaches of the PSPO are usually dealt with by the local authority issuing a fixed penalty notice, which are rarely challenged.

For more serious cases, court prosecutions can be sought with significant sentences on conviction. For example, in August 2023 the borough council of King’s Lynn and West Norfolk prosecuted a case of a driver who in September 2022 had repeatedly ‘drifted’ his vehicle in a town centre car park. He nearly clipped a steel railing installed to protect a street lamp and left tyre marks on the car park surface. He pleaded guilty and was fined £500, ordered to pay a contribution towards prosecution costs of £700 and a victim surcharge of £200.

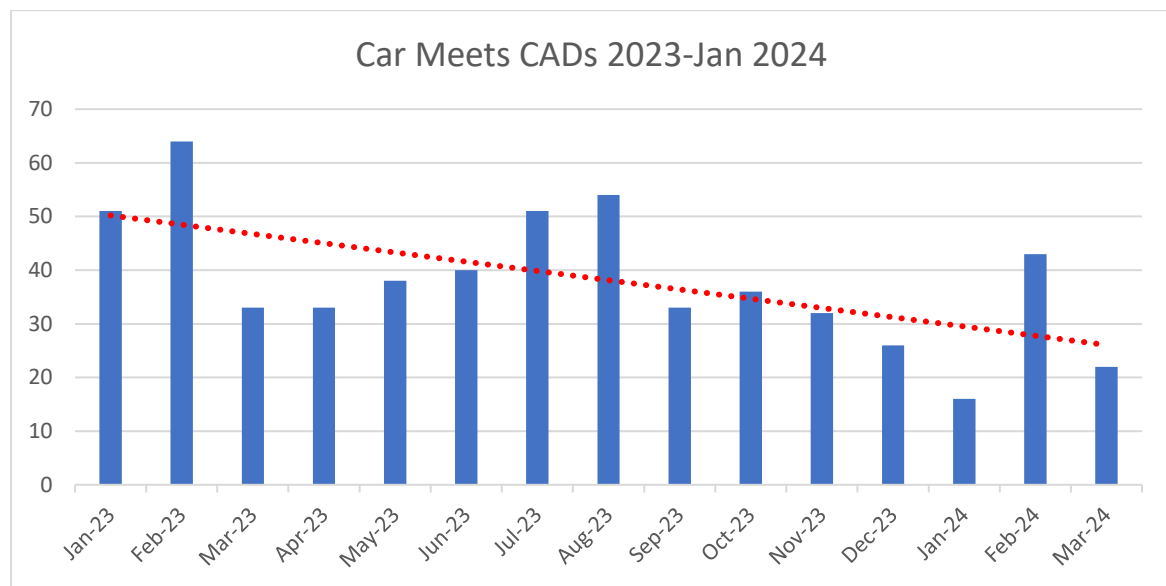
How Can You Help?

- Reassure your communities that your council is working in partnership with the Constabulary and other key stakeholders to address the issue of road safety and ASB linked to car meets in Norfolk.
- Encourage residents and businesses to report concerns about car meets in their locality.
- Urge business to ‘target harden’ hotspots to prevent disruptive car meets (specific constabulary material is available to assist).
- Support the introduction or extension of PSPOs designed to prevent ASB linked to inappropriate vehicle use.
- Consider how you and your council can support the reduction of risks and ASB associated with car meets.

Impact of Operation Octane

The introduction of Operation Octane means the constabulary, with its partners, now has a consistent and effective county-wide approach to policing car meets. The approach has been recognised as good practice by other forces who are replicating the process in other parts of the country.

It may be too early to fully assess the impact of Operation Octane, but initial data is promising, when the number of reported incidents is considered over the last 13 months, the trend is on a downward trajectory. The constabulary will continue to work to reduce the risks associated with poor driving at car meets and minimise the impact of ASB associated with them.



Community Safety Superintendent Phill Gray said: “Our focus isn’t and never will be genuine car enthusiasts. This operation directly targets those who are a threat to the safety of themselves, those who congregate around them and the communities in which they carry out their dangerous activities.

These individuals make up a very small percentage of those who attend car meets but the disruption they cause is felt by many.

Taking risks behind the wheel will not be tolerated in Norfolk. Operation Octane will continue to work to prosecute those who drive to a poor standard in our county and prevent them from interrupting appropriately organised car meets.”

Julie Johnson, Norfolk Constabulary Problem Solving Team

Future of car park management & enforcement	
Executive Summary	This report presents the findings of a review of the car park enforcement service. It has been carried out as the Service Level Agreement (SLA) with the Borough Council of Kings Lynn and West Norfolk (BCKLWN) has been in place since 2011. The current SLA has been renewed the maximum number of times allowed per the SLA and cannot be extended again after 31 March 2025. Therefore the Council needs to decide how it wants to provide this service after 1 April 2025.
Options considered.	<p>The options considered were</p> <ol style="list-style-type: none"> 1. to update and renew the SLA, 2. to bring the whole service back in-house or 3. to bring the enforcement back in-house but leave the processing of Penalty Charge Notices (PCNs) with BCKLWN. <p>No other options have been considered.</p>
Consultation(s)	The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 12 February 2025.
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet agree to sign an updated SLA with BCKLWN for the full car park enforcement arrangement to include the patrolling of enforcement officers, cash collection and banking of cash and processing of PCNs. 2. That the signing of the SLA be delegated to the Director of Resources.
Reasons for recommendations	To allow the Council to continue to deliver a car park enforcement service throughout the district that provides value for money for the council and council taxpayers.
Background papers	

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Director of Resources and s151 Officer tina.stankley@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan	Strong, Responsible & Accountable Council.

Medium Term Financial Strategy (MTFS)	Car park income is significant for this authority and having an efficient and effective car park enforcement service assists in maximizing car park income for the Council. The income levels achieved for car parking service support and enable many other services to be provided. It is a major source of income that enables the Council to set a balanced budget each year.
Council Policies & Strategies	

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	

1. Purpose of the report

1.1. This report considers future arrangements for the District Council's management of its car parks. Currently the Council retains certain responsibilities and then BCKLWN council are responsible for providing other elements of the service under an Service Level Agreement (SLA). The current SLA for Off-street Car-Park Enforcement is coming to an end, and it needs to be decided how the Council should provide this service from 1 April 2025 onwards. The report sets out the service provided currently, the options considered for providing this service in the future and the officer recommendation for consideration.

2. Introduction & Background

2.1. The Council has had a shared working service level agreement (SLA) with the BCKLWN to provide off-street car-parking enforcement service throughout the district since 2011. The last renewal of the SLA was in 2017/18. This SLA arrangement was for a period of 5 years plus two possible one-year extensions. The final year of this arrangement is the current financial year 2024/25 with this being the second year of the two possible one-year extensions.

2.2. The operation of the shared service arrangement with the Borough Council of Kings Lynn and West Norfolk has taken place through the agreement of a delegation of service under s101 of the Local Government Act 1972 to

2.3. The existing arrangement has been in place since 2017/18 without any significant changes as it has worked well. There are some perceptions that the Enforcement Officers are not patrolling the car parks as they should be and so the Council is losing income as a result of this. However there is no empirical evidence to support this view. The report goes into more detail about the patrolling in the 'Current Service Provision' section below.

2.4. There are many components in delivering this service and not every detailed aspect can be covered in this report otherwise it would run to too many pages to read and digest. The key aspects and concerns are considered to give an overall view of the 3 options being considered.

2.5. The three options for the future service delivery are as follows:

1. Continue with the existing arrangements and agree a new SLA
2. Bring the whole service back in-house
3. Bring back the enforcement component of the service and have BCKLWN continue with the processing and collection of PCNs

3. Current Service Provision

3.1. The current service has been provided by BCKLWN since 2017/18 remaining largely unchanged apart from enhancing payment methods for users with improvements in technology.

3.2. There are several components to the service which are currently delivered as follows:

- Car park infrastructure maintenance and investment - NNDC
- Pricing and policy - NNDC
- Car park inspection - BCKLWN
- Enforcement - BCKLWN
- Cash collection and banking – BCKLWN
- Processing of Standard Charges/Penalty notices - BCKLWN
- Court Action – BCKLWN

3.3. The components that BCKLWN provide are those that this review has looked at. The paragraphs below explain what currently happens.

3.4. The SLA lays out the arrangements for the above components and who covers the costs of these. Essentially NNDC pay all the direct costs as BCKLWN incur them e.g. wages and oncosts, supplies and services, vehicle purchase and running costs, equipment and uniforms etc. As BCKLWN provide a car park enforcement service for many of the councils in Norfolk along with other organisations it benefits from economies of scale in all of its parking related activities e.g. for the purchase of vehicles and cash collection services.

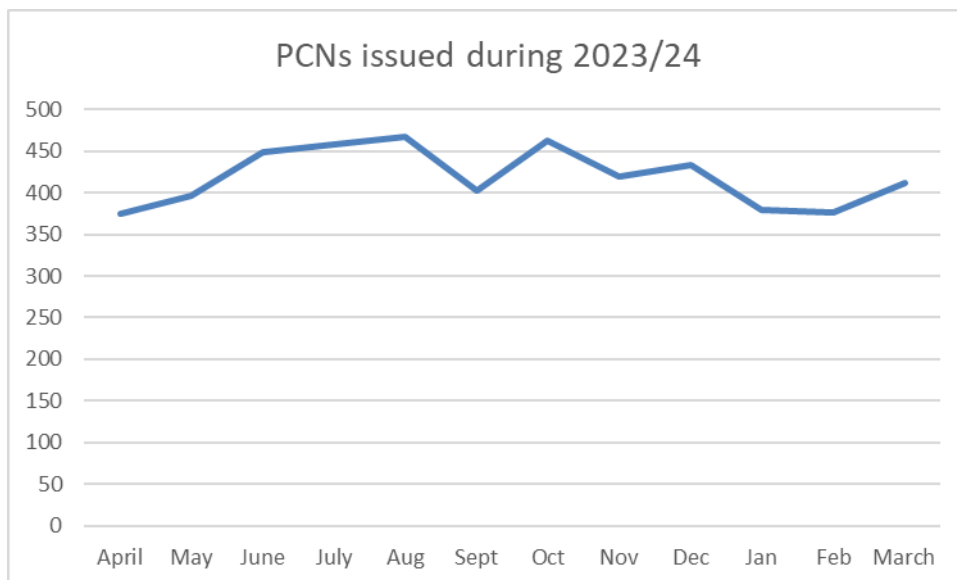
3.5. NNDC also pay BCKLWN a management fee for managing the contract. This is a percentage of the overall direct costs – a breakdown of these is shown in the exempt Appendix A which is not a public document as it contains commercially sensitive information. Finally the SLA allows BCKLWN to keep 40% of all the PCN income generated for NNDC. This is to cover all the processing costs of recovering PCNs. NNDC receive the remaining 60% of this income.

3.6. The 2024/25 budgeted costs for the service are shown in exempt Appendix A.

3.7. There are a team of 4 Enforcement Officers patrolling our car parks. Our car parks are patrolled for nine and a half hours each day for 364 days a year. The only day when there are no patrols is Christmas day. The team of 4 officers work on a shift pattern that means that at least 2 officers are out patrolling

during our car park opening hours. BCKLWN provide this service for numerous Norfolk Councils and other organisations, and this means that there is resilience with cover being provided during any periods of sickness and leave.

- 3.8. All the Enforcement Officers start off their car park patrols by first inspecting the ticket machines and reporting any issues so that they can be fixed as quickly as possible.
- 3.9. Rotas for patrolling are managed by BCKLWN and are worked out on a daily basis. This ensures that the same Enforcement Officer does not patrol the same 'patch' and doesn't follow a predictable route (that would become known about). It also ensures that an Enforcement Officer doesn't develop any familiar relationships with regular users.
- 3.10. Whether we have the right level of patrolling of the car parks is a matter for discussion as there are differing views on whether the current arrangement provides adequate coverage. One view is that if there were more patrolling officers all year round or on a seasonal basis during the busy summer period then this would lead to a greater number of PCNs being issued, another view is that the existing numbers of officers are visible and so do act as a deterrent to people avoiding paying. So dependent on whether the role of the PCN is seen as being to maximise PCN income or to act as a deterrent which if it works we'd hopefully see the PCN income be relatively low.
- 3.11. The graph below shows the profile of PCNs over the year during 2023/24 and it shows that the level of PCNs issued remains relatively constant. There were 5,031 PCNs issued during the year. This averages 419 per month. The highest number issued was 468 in August and the lowest number issued was 375 in April.



- 3.12. So whilst there is an increase in PCNs issued there doesn't seem to be significantly higher levels during the summer that you might expect given the profile of income which is shown in the graph below. So it would seem that there is no direct correlation between Income levels and PCNs issued. Although it might be that there are not enough Enforcement Officers patrolling our car parks during the high season.



- 3.13. So an option for Members to consider regardless of way we move forward with the Carpark Enforcement is whether in the future there should be more officers patrolling the car parks. This could be full time staff or seasonal staff. Although in the past the car park service manager has tried in the past to recruit seasonal workers and has always found it very difficult to do because of the lead in time in recruiting staff e.g. 8 weeks for a DBS check to come through and then also because of the delay in staff getting paid as they are paid a month in arrears and so will have worked nearly two months before they get any pay which doesn't work for most people. It is also work that does not appeal to many people.
- 3.14. The cost of employing an extra team member is estimated at between £30-£35k (including oncosts). If one extra team member were employed, then they could be accommodated without the need to buy any additional equipment nor a van. However if two or more were taken on then an additional van and equipment would be needed.
- 3.15. By having more staff patrolling it should be a greater deterrent which if followed through would result in less PCN income. However if we assume that the extra officer does collect more income then in order for the Council to see the benefit of having an extra officer they would need to issue an average of 23 or 24 PCNs per week to cover just the salary costs and in total the whole team are issuing an average of 66 or 67 per week. So it can be seen that the additional cost of an extra officer could easily lead to an overall net increase in costs.
- 3.16. The final point of discussion with enforcement officers is that NNDC has a team of 4 Enforcement Officers who patrol our off-street car parks, but there is also a team of Enforcement Officers who patrol on-street in North Norfolk for the County Council. The BCKLWN also deliver this service. It is common practice for members of each team to deal with issues for their counterpart if they see any parking infringements. When patrolling on-street parking the officers will regularly take up a car parking space in one of NNDC's car parks without paying. This is a point of discussion as to whether they should be parking elsewhere or paying for their space. However it should be noted that in 2023/24 the on-street enforcement officers issued over £7k worth of PCNs for NNDC whereas NNDC's off-street enforcement officers issued just over £1k

worth of PCNs for the County Council. So NNDC fared better from this informal arrangement. Any formal request around where the on-street team park may be disadvantageous for NNDC.

- 3.17. The exempt Appendix A gives details about the cash collection arrangements.
- 3.18. Other elements of the SLA worth noting are that for anyone ringing the BCKLWN call centre with a parking issue this is recognised as needing immediate attention and the call gets prioritised. The call centre is open 17 hours a day so there is always someone to answer the call and deal it during the hours car parks are open.
- 3.19. There are comments made about why the livery of the vehicles and uniforms logos are the ones for BCKLWN and not NNDC's. It is felt that if the Enforcement Officers and vehicles had NNDC's branding this might help people with recognizing they are in NNDC's car parks. However this would be likely to add confusion for the user and lead to NNDC getting calls about car parking issues which should be going to the BCKLWN call centre.
- 3.20. This is academic anyway as when exercising prescribed functions under TMA section 78(2)(a) and (b) and section 79 and RTRA, section 99, a Civil Enforcement Officer must wear a uniform as required by TMA section 76(3)(a) and the Civil Enforcement (Wearing of Uniforms) (England) Regulations 2007. The uniform must have the name of the local authority/authorities of whose behalf they are acting. So it has to be the BCKLWN's name shown.

4. Options for provision of Off-Street Car-Parking

Option 1 - Carry on with the existing service delivery arrangement and agree an updated SLA

- 4.1. The service generally runs well and has done so for many years. It does have to be acknowledged that not all of the agreed actions in the SLA are taking place e.g. regular open book meetings to make sure that everything within the SLA is being delivered as agreed and so that any issues can be resolved. If we reinstated them, it would also provide the forum to discuss developing the service. This has probably been due to not having had the capacity at an appropriate level within NNDC to attend these meetings and ensure that all aspects of the SLA are actioned. It is hoped that the recent appointment of a contracts manager who could do this for NNDC would allow this to begin again and ensure that the service is delivered in accordance with the SLA.
- 4.2. The service is provided by very experienced and knowledgeable BCKLWN staff which NNDC benefit from, and it also benefits from a lot of hidden aspects of service delivery e.g. qualifications and accreditations that are required (e.g. to handle the cash, to carry out the full processing of PCNs including taking people to court). NNDC also benefits from the economies of scale, terms and prices that the BCKLWN operation can achieve e.g. with purchasing the vehicles, the cash collection. Also if NNDC were to continue with the current arrangement it could benefit from the experience and knowledge of the BCKLWN staff in developing the service and in adding other supporting services e.g. CCTV, automatic toilet locking, digitising parking permits.

- 4.3. The processing of PCNs is a complex area and again BCKLWN have been doing this for many years and have an experienced and appropriately qualified team that do this effectively on our behalf.
- 4.4. There is also the call centre that is open 17 hours a day to deal with all queries relating to parking and because the team works 17 hours per day the turnaround on sending anything out, processing anything and dealing with queries can happen much faster than if the team were only working a 'normal' 8-hour day.
- 4.5. If this were to be the preferred option, it is proposed that the SLA be updated to ensure that it is fit for purpose and incorporates any desired changes e.g. a development plan for the service.

Option 2 - Bring the whole service back in house

- 4.6. To bring the whole service back in house would be a major exercise for the Council. It would probably require a TUPE transfer of the Enforcement Officers who would come over on their present terms and conditions of service. These conditions of service may be different from those of similar staff within NNDC. Equal pay claims will have to be dealt with and a method of assimilation into NNDC pay scales developed.
- 4.7. However the PCN processing staff would probably remain with BCKLWN as they would still have the other contracts/SLAs to deliver. This would require NNDC to set up this part of the service as a completely new service. There may be difficulties in recruiting suitably qualified and experienced staff which would be a significant issue for NNDC. If the appropriate staff cannot be recruited, then NNDC could not process any PCNs issued. Thus losing PCN income.
- 4.8. The costs of bringing the service in-house would need considering in terms of whether this would provide value for money. As NNDC pays the direct costs anyway the costs are already being incurred through the SLA. The vehicles are owned by NNDC so these would transfer back to the Council. There would be some additional initial costs. The vehicles would need the livery and branding changing over. Staff would need new uniforms. Equipment would need to be purchased e.g. bodycams, handheld ticket issuing. Any accreditation required to run the service would need to be acquired. The IT software requirements would need to be reviewed so that any interfaces can be set up.
- 4.9. Then there will be all the consumables e.g. tickets, to be source and purchase. Currently NNDC benefits from the economies of scale that BCKLWN get with the volumes purchased.
- 4.10. A significant increase in costs would be in cash collection – see exempt Appendix A.
- 4.11. Another change in service would be required in customer services or TAS as there would need to be someone available for 7 days a week for the hours that the car parks are open and there would need to be a process in place for dealing with any issues e.g. an on-call service to go out to out-of-order machines.

- 4.12. The management of the Enforcement Officer would be another responsibility that would have to be taken on by someone and this may require a staff regrade of the existing car park officer and extra admin resource. The rotas need to be changed on a regular basis for to ensure that routes don't become predictable and officers and users don't become over friendly with the officers. There would need to be a cover plan for holidays and sickness otherwise car parks won't be patrolled.
- 4.13. The current SLA provides many benefits over bringing the whole service back in-house. The in-house service will cost more than the current service because there are no economies of scale and so on a purely financial basis we would not take this option forward, but perhaps more importantly there are the intangible factors that NNDC benefit from that could not be readily replicated. These have come about from having had the SLA in place for such a long time, most notably it is the considerable knowledge and experience of the staff at the BCKLWN particularly that of the service manager which could not be replicated at NNDC.

Option 3: Bring back the Enforcement Service back in-house but keep the PCN processing with BCKLWN

- 4.14. The third option to consider is to take the enforcement back in-house and have BCKLWN continuing with the provision of processing of penalty notices. The processing of the PCNs is complex and requires suitably qualified and experienced staff. This part of the service would be more difficult to provide in-house because of this. The enforcement would be the easier part of the service to bring back in-house but there would still be all of the factors to consider as detailed for the second option above.
- 4.15. If this option were the preferred option, then there would need to be a new SLA drawn up detailing who was responsible for what aspect of the service. There would also need to be some investment in the technology so that the enforcement software can interface with both the BCKLWN's back-office systems and NNDC's systems.

Summary of Options and Future of the Service

- 4.16. Option 1 is to continue with the existing arrangement but with an updated SLA. Option 3 is to bring enforcement back in-house but leave the processing of PCNs with BCKLWN again would require a more comprehensive update of the SLA. With both of these options it is important that the service is properly monitored with transparency through an open-book arrangement. This would be governed by regular management meetings. Option 2 is to bring the whole service back in-house and whilst this was initially supported by officers it has become apparent that now that there have been extensive investigations into the costs and risks associated with this option it would not be in the best interest of NNDC to take this option forward.
- 4.17. It has become apparent during the engagement with the BCKLWN car parking service manager that there are a whole host of developments that if we took them forward would result in better service provision and lead to cost savings. Some of these are discussed below.
- 4.18. The BCKLWN staff have implemented digital permits at another authority and so they could support the Council in doing this. This would be a self-service

system for users who would purchase permits through our website. This should result in significant savings in staff time and thus costs.

4.19. NNDC currently use a different brand of ticket machine and supporting software to the ones used by BCKLWN. If NNDC were to move to the same brand, then we'd benefit in a lot of ways. Examples include that currently if we want to make a tariff change then we have to notify our ticket machine and software provider several weeks in advance to 'book' a time slot to do this. It also costs £150 per machine, and we have c.40 pay and display ticket machines and so costs us £6,000 every time we make a change. With the pay and display ticket machines and software that BCKLWN use the staff can go into the software and make changes anytime and they take effect straightaway at no cost. Another example is that if we switch, we would generate significant savings in transaction costs as we could save 5 pence per transaction and a conservative calculation would give us a saving of c.£25-£30k per annum. Installation of a power supply in at least our largest most used car parks would provide the opportunity to take advantage of other improvements e.g. CCTV, better connectivity resulting in a quicker service for users.

4.20. So rather than looking to make efficiencies by changing the method of service delivery we could be looking at the opportunities we would have by working with the BCKLWN car parking service to develop the service in other ways.

5. Corporate Plan Objectives

5.1. Financial Sustainability and Growth – a balanced budget based on savings that are achievable will ensure the Council's financial sustainability over the medium term.

6. Financial and Resource Implications

6.1.

Comments from the S151 Officer:

The Council must set a balanced budget before the start of the forthcoming financial year.

7. Legal Implications

7.1. This report does not raise any new legal implications.

Comments from the Monitoring Officer

8. Risks

8.1. This report

9. Net Zero Target

9.1. This report

10. Equality, Diversity & Inclusion

10.1. This report does not raise any new issues relating to equality and diversity.

11. Community Safety issues

11.1. This report does not raise any issues relating to Crime and Disorder considerations.

12. Conclusion and Recommendations

12.1. This report presents the options for future provision of the civil enforcement operation for the Council. There have been three options considered. The report has also looked at the optimum number of enforcement officers that should be patrolling to maximise car parking income. It also covers opportunities for the future development of the service.

12.2. It has been concluded that the benefits of BCKLWN carrying on with delivering both the enforcement and PCN processing outweigh any benefits that could be gained by either bringing both in-house or by just bringing enforcement back in-house. The number of enforcement officers patrolling has been reviewed and there isn't any evidence to support that by increasing the number of enforcement officers it will result in additional income being generated. Therefore it is proposed that the number be left as it is.

12.3. It is recommended that Cabinet agree to continue with the current service provision with the current number of enforcement officers.

12.4. It is recommended that Cabinet agree that the SLA be updated so that it is fit for purpose and that it incorporates that there should be a development plan for the service.

12.5. It is recommended that the signing of the SLA be delegated to the Director of Resources.

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

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