

# Cabinet



**Please contact:** Democratic Services

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Friday, 27 February 2026

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 9 March 2026 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](mailto:democraticservices@north-norfolk.gov.uk).

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so 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. This meeting is live-streamed: [NNDC eDemocracy - YouTube](#)

**Emma Denny**  
**Democratic Services & Governance Manager**

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

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**

1 - 10

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 02 February 2026.

**3. PUBLIC QUESTIONS AND STATEMENTS**

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

**4. DECLARATIONS OF INTEREST**

11 - 16

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. ITEMS OF URGENT BUSINESS**

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

**6. 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 with the Overview and Scrutiny Procedure Rules

**8. BUDGET MONITORING PERIOD 10 2025/26**

17 - 60

<b>Executive Summary</b>	<p>This report provides an update on the Council's financial performance and projected full year outturn position for 2025/26 for the revenue account, capital programme, reserve statement and budgeted savings performance as at the end of January 2026.</p> <p>As at 31 January 2026, the General Fund Forecast Outturn position for 2025/26 is a surplus of £0.383m. This is after adjusting for all known variations and full year forecasting by service managers.</p>
<b>Options considered</b>	<p>This is an update report on the Council's financial position and so no other options were considered.</p>

<b>Consultation(s)</b>	This is an update report on the Council's financial position and no other consultations were considered.
<b>Recommendations</b>	<p><b>Members are asked to consider the report and recommend the following to Full Council:</b></p> <ul style="list-style-type: none"> <li>a) Note the contents of the report and the current forecast year end position.</li> <li>b) Seek approval of Full Council to increase the 2025/26 capital budget for Disabled Facilities Grants to £2,317,266. This is to reflect the addition of £118,204 of grant award towards the scheme</li> <li>c) To use the Extended Responsibility Producer grant of £1,312,840, which was previously forecasted to be an in-year contribution to reserves, to offset relevant in year recycling expenditure.</li> <li>d) That the resulting underspend of £1,312,840 in the respective recycling revenue budgets be transferred to the General Reserve to mitigate future unfunded new burdens.</li> </ul>
<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	Budget report, Budget Monitoring reports

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Daniel King Assistant Director Finance & Assets <a href="mailto:daniel.king@north-norfolk.gov.uk">daniel.king@north-norfolk.gov.uk</a> 01263 516167

**9. TREASURY MANAGEMENT Q3 REPORT 2025/26**

61 - 80

<b>Executive Summary</b>	This report sets out the Treasury Management activities undertaken during the third quarter of the 2025/26 Financial Year. This is to give members a regular update on treasury management activities.
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<b>Options considered</b>	This report must be prepared to ensure the Council is compliant with the CIPFA Treasury Management and Prudential Codes.
<b>Consultation(s)</b>	Cabinet Member Section 151 Officer  This report has been prepared with the assistance of MUFG Treasury Services, the Council's Treasury advisors.
<b>Recommendations</b>	To recommend to Full Council that the Treasury Q3 Report 2025/26 is noted
<b>Reasons for recommendations</b>	Updating Members demonstrates compliance with the Prudential Code to ensure adequate monitoring treasury management activity.
<b>Background papers</b>	The Council's Treasury Management Strategy 2025/26. Treasury Management Q1 Report Treasury Management Mid-Year Report

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr. Lucy Shires
<b>Contact Officer</b>	James Moore/Daniel King

**10 REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 DELIVERY AGAINST ACTION PLAN 2024/25 AND 2025/26 - TO END OF QUARTER 3 - 1 OCTOBER 2025 TO 31 DECEMBER 2025 (81 – 104)**

<b>Executive Summary</b>	This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2025-26
<b>Options considered</b>	This is a report on the progress being made to deliver against the Council's Corporate Plan.
<b>Consultation(s)</b>	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
<b>Recommendations</b>	Cabinet is invited to note the contents of the report and provide comments on any items they feel appropriate.
<b>Reasons for recommendations</b>	That Cabinet is aware of the progress made to deliver their priorities for the year 2025-26 and are asked to provide comment on progress so that officers have a

	steer on any items that are not on track for delivery.
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2025-26

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

**11. CORPORATE PLAN 2023-2027 - ANNUAL ACTION PLAN 2026/27**

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Executive Summary	This report and accompanying appendix present the 2023 – 2027 Corporate Plan Annual Action Plan for the period April 2026 – March 2027 to Cabinet for approval.
Options considered	<p>The actions detailed in the Annual Action Plan have been developed in support of the five themes in the adopted Corporate Plan recognising the increasing pressure on the Council's budget, the moves towards establishing a Combined Authority for Norfolk and Suffolk and Local Government Reorganisation which will change the context in which the District Council operates and works over the next two years, alongside continuing with Business As Usual maintaining service delivery for the district's residents until any proposals for new unitary councils in Norfolk are agreed and put in place.</p> <p>The actions proposed seek to balance the capacity of the organisation to deliver, taking into account the staff and financial resources available to the Council, the increased resource and focus required in supporting the transition of services into any new unitary council(s) and the potential to access external funding or partnership resources, with the aspirations laid out in the Corporate Plan.</p> <p>In this respect it is recognised that as the process of local government reorganisation moves forward beyond the Government announcing its preferred option for new councils in Norfolk in the next two or three months there will be increasingly less scope for the Council to deliver against the actions proposed in the 2023 – 2027 Corporate Plan as focus and resource needs to shift to establishing the new unitary authority/ies.</p>

Consultation(s)	<p>The development of the 2026/27 Annual Action Plan has therefore been later than in previous years. This has been due to the LGR process and the lateness of the Government publishing the 2026/27 local government financial settlement impacting on the setting of the Council's 2026/27 budget.</p> <p>The 2026/27 Annual Action Plan has involved internal processes of consultation and engagement with regards to the Medium-Term Financial Strategy and preparation of the 2026/27 budget, which was approved by Full Council at its meeting of the 18<sup>th</sup> February 2026, after discussion by Cabinet and Overview and Scrutiny processes.</p>
Recommendations	That the Cabinet approves the Corporate Plan Annual Action Plan for 2026/27.
Reasons for recommendations	Sound management of the authority's staff, property and financial resources to deliver projects and initiatives which support improved service delivery and positive outcomes aligned to the previously agreed Corporate Plan themes and seeks to position North Norfolk's residents, communities and businesses strongly in the context of proposals to establish a Norfolk and Suffolk Combined Authority and the process of local government reorganisation in Norfolk which will see the establishment of new unitary council(s) in Norfolk in March 2028.
<b>Background papers</b>	2023 – 2027 Corporate Plan

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

## 12 POTENTIAL LOCAL PLAN REVIEW

117 - 142

<b>Executive Summary</b>	<p>This report covers the next steps for the authority in terms of Local Plan making.</p> <p>Firstly, it recommends that the North Norfolk Local Plan 2024-2040 should be reviewed in line with government expectations and statute requirements. Secondly, it recommends that the Council continues in its work to inform and influence the future production of a Spatial Development Strategy</p>
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	including engagement, evidence gathering and collaborative work through the Norfolk Strategic Planning Framework.
<b>Options considered</b>	An option remains not to progress a plan review.
<b>Consultation(s)</b>	Portfolio holder – Cllr A Brown
<b>Recommendations</b>	<b>That Cabinet resolves:</b> <b>1) To progress the review of the NNDC Local Plan in line with Government expectations and statute requirements.</b> <b>2) To continue working to inform and influence the future production of a Spatial Development Strategy including engagement and collaborative work through the Norfolk Strategic Planning Framework.</b>
<b>Reasons for recommendations</b>	To maintain an up-to-date Local Plan and to comply with statutory requirements in order to provide appropriate planning policy and guidance for the district.
<b>Background papers</b>	<a href="#">Plan-making regulations explainer - GOV.UK</a> This is an explainer of the emerging regulations for the new plan-making system. We anticipate that the regulations will be enacted early this year.  <a href="#">Rollout of the new Local Plan-making system - GOV.UK</a> This is an explainer around the roll out of the new plan-making system, including transitional arrangements. The full regulations underpinning this are expected to be in force in early 2026.  <a href="#">New System Plan Funding - GOV.UK</a> This details the funding available for local authorities committed to bringing a plan forward early in the new plan making system process.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Andrew Brown
<b>Contact Officer</b>	Iain Withington, Planning Policy Manager <a href="mailto:iain.withington@north-norfolk.gov.uk">iain.withington@north-norfolk.gov.uk</a>

13. **BIODIVERSITY DUTY REPORT 2022-2025**

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<b>Executive Summary</b>	This is the Council's first Biodiversity Duty report, which relates to the statutory duty first introduced by Section 40 of the Natural Environment and Rural Communities (NERC)
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	<p>Act in 2006, that was further strengthened by the Environment Act 2021 (Sections 102 and 103).</p> <p>The duty requires all public authorities in England to actively conserve and enhance biodiversity when exercising their functions and, legally requires them to publish a Biodiversity Duty report to provide the specific information to evidence how the duty has been met.</p> <p>As North Norfolk District Council's first consideration of the Biodiversity Duty, the report covers the following required matters:</p> <ul style="list-style-type: none"> <li>• Section 1 sets out the Council's approach to conserving and enhancing biodiversity within the reporting period, January 2022 – December 2025 in relation to its strategies, policies, objectives, and actions for biodiversity.</li> <li>• Section 2 reflects on the projects and actions that will continue to deliver direct and indirect biodiversity enhancements during the next three-year reporting period, January 2026 – December 2028.</li> <li>• Section 3 details the Council's actions to meet biodiversity net gain obligations. These include evidence of the biodiversity net gains resulting from biodiversity gain plans that have been approved between February 2024 - December 2025.</li> <li>• Section 4 considers the monitoring tools that have and will continue to be utilised in order to track and report on the Council's relevant priorities, strategies and policies for the next reporting period (2026-2028).</li> </ul> <p>To meet the statutory requirements, the Council's Biodiversity Duty report must be published within 12 weeks of the reporting period's end. With a reporting period ending 31 December 2025, the Council's publication deadline is <b>25 March 2026</b>.</p> <p>Appendix A – The Biodiversity Duty Report (2022-2025)</p>
<b>Options</b>	As a legal requirement, no other options have

<b>considered</b>	been considered.
<b>Consultation(s)</b>	The Biodiversity Duty report has been informed by internal consultation with a number of different services within the Council that contribute directly and indirectly to conserve and enhance biodiversity.
<b>Recommendations</b>	<p><b>That Cabinet:</b></p> <ol style="list-style-type: none"> <li><b>1) Endorses the publication of the Biodiversity Duty report by no later than 25 March 2026 in order to comply with the statutory requirements of the Environment Act 2021.</b></li> <li><b>2) Agrees the subsequent reporting period for the next Biodiversity Duty report to be from 1 January 2026 – 31 December 2028.</b></li> <li><b>3) Delegates authority to the Assistant Director for Planning to make any further necessary amendments, as required.</b></li> </ol>
<b>Reasons for recommendations</b>	A legal requirement for public authorities to publish their first Biodiversity Duty Report by no later than 26 March 2026.
<b>Background papers</b>	<p><a href="#">NNDP Corporate Plan</a> (2023 to 2027)  <a href="#">Environmental Charter</a> (November 2025)  <a href="#">Decarbonisation Strategy</a> (2025 – 2028)  <a href="#">Decarbonisation Action Plan</a> (June 25 – March 27)  <a href="#">North Norfolk Local Plan 2024 – 2040</a> (December 2025)</p>

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Andrew Brown
<b>Contact Officer</b>	<p>Ben Jervis, Senior Landscape Officer  <a href="mailto:Ben.jervis@north-norfolk.gov.uk">Ben.jervis@north-norfolk.gov.uk</a></p> <p>Caroline Dodden, Senior Planning Officer  <a href="mailto:Caroline.dodden@north-norfolk.gov.uk">Caroline.dodden@north-norfolk.gov.uk</a></p>

#### 14. 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 \_ of Part I of Schedule 12A (as amended) to the Act.”

**15. PRIVATE BUSINESS**

## CABINET

Minutes of the meeting of the Cabinet held on Monday, 2 February 2026 at the Council Offices, Holt Road, Cromer, NR27 9EN at 10.00 am

### Committee

#### Members Present:

Cllr T Adams (Chair)  
Cllr H Blathwayt  
Cllr A Brown  
Cllr A Varley

Cllr L Shires (Deputy Chair)  
Cllr J Boyle  
Cllr J Toye  
Cllr L Withington

#### Members also attending:

Cllr C Cushing  
Cllr N Dixon  
Cllr V Holliday

#### Officers in Attendance:

The Chief Executive, the Director of Resources (S151 Officer), the AD for Legal & Governance (Monitoring Officer), The Director for Service Delivery, the AD for Finance & Assets, the Democratic Services & Governance Officer (Regulatory)

#### Apologies for Absence:

Cllr C Ringer

### 1 MINUTES

The minutes from the 5<sup>th</sup> January 2026 and the Special meeting on 19<sup>th</sup> January were approved as a correct record.

### 2 PUBLIC QUESTIONS AND STATEMENTS

None received.

### 3 ITEMS OF URGENT BUSINESS

None received.

### 4 DECLARATIONS OF INTEREST

None received.

### 5 MEMBERS' QUESTIONS

There were no questions from members.

### 6 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chair of Overview & Scrutiny Committee, Cllr V Holliday, said that due to tight timescales there had not been sufficient time to provide formal recommendations relating to pre-scrutiny of the Draft Budget, so she offered to provide a summary of feedback from the meeting. The Chair acknowledged the challenging timescales but

said that he did not feel Cabinet could accept anything unless it was in writing. Cllr Holliday said that the Scrutiny Officer would send a summary through after the meeting.

## **7 CAPITAL STRATEGY 2026 - 2027**

The Chair invited the Portfolio Holder for Finance, Estates and Property Services, Cllr Shires, to introduce this item. She began by saying that the Capital Strategy 2026/2027 was an integral part of the wider budget setting process and fed into the other reports that were being presented at the meeting.

Cllr Shires said that this was an annual report and there was nothing that had significantly changed overall since last year and she thanked officers for their support in producing the report.

Cllr C Cushing sought more information on the reference to 'capital contributions' in the Financing of Capital Expenditure table on page 20 of the report. The Assistant Director for Finance explained that this section included items such as s106 contributions and other various 'pots of money'.

Cllr V Holliday referred to page 21 and the proportion of financing to net revenue streams, which she noted was increasing. She sought clarification on the likely reasons for this. Cllr Shires replied that it depended on how affordability was viewed. Regarding the undertaking of capital works, she said that these were affordable and queried whether Cllr Holliday's concerns related to the possible increase in payments for borrowing, adding that the MRP was a calculation what would come out of revenue in terms of repayment. Therefore, if the Council borrowed more, then the payment would increase. The Director for Resources added that it was a reflection that more capital projects were no longer being funded by grants but by either internal or external borrowing. It was not real cash but equated to a reserve that could be used to fund the original loan payment. Cllr V Holliday asked if there was a benchmark with a comparable Council for this. Cllr Shires said that the MRP was referred to by every Council and would vary in each case. The Director for Resources agrees to provide a response after the meeting.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

**RESOLVED**

To recommend to Full Council that the Capital Strategy 2026/27 is approved.

Reason for the decision:

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.

## **8 TREASURY MANAGEMENT STRATEGY 2026 - 2027**

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services introduced this item. She said that the Treasury Management Strategy was an annual report and was set out in a standard format.

Cllr N Dixon asked if the report would be going to the Governance, Risk & Audit

Committee (GRAC) for review. The Chair confirmed that it would be considered by the committee at the meeting on 12<sup>th</sup> February.

It was proposed by Cllr L Shires, seconded by Cllr H Balthwayt and

**RESOLVED**

To recommend to Full Council that the Treasury Management Strategy 2026/27 is approved

Reason for the decision

Approval by Full Council demonstrates compliance with the Prudential Codes to ensure.

- 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.

It is a requirement that any proposed changes to the prudential indicators are approved by Full Council.

## **9 NON-DOMESTIC (BUSINESS) RATES POLICY 2026 - 2027**

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She explained that it had been considered by the Overview & Scrutiny Committee but that the Government had introduced some changes to business rates relief for some sectors such as pubs since then and an updated report would be presented to Overview & Scrutiny Committee and Full Council.

Cllr Shires gave an outline of the recent changes, explaining that if an organisation occupied a property on which it paid National Non-Domestic (Business) Rates (NDR) it may be eligible for up to 100% Discretionary Rate Relief if it was operated within some or all of the guidelines shown in the policy. She added that the guidelines for determining relief were not intended to be a rigid set of rules and neither were all the guidelines applicable to every organisation. Each case would be judged on its merits taking into account the contribution which each organisation/business made to the district's amenities and its resident's lifestyles and wellbeing.

The government had announced a new ten-year 100% relief for eligible electronic vehicle charging points and electric vehicle only forecourts to start from 1 April 2026/27. These properties would be identified by the VOA and would be fully funded by Section 13 grants.

Cllr Shires then talked through the key changes:

The Retail, Hospitality and Leisure Business Rates Relief scheme provided eligible retail, hospitality, and leisure properties with 40% relief which previously was 50% and 75%. From 1 April 2026 this would be replaced by two lower multipliers.

The new mandatory RHL multipliers were based on occupation of the business not the VOA description and would enable NNDC to provide government updates

throughout the 2026/27 year to fully compensate for the loss of income as a result of these changes. In line with the government, NNDC had updated the discretionary rate relief policy to end this relief from 1 April 2026.

Supporting Small Businesses relief was government funded to local authorities so that they could provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2026 caused by the 2026 NDR revaluation and as a consequence lost Small Business Rates Relief, Rural Rate Relief or RHL relief. This relief would be capped at the higher of £800 or the relevant transitional relief caps from 1 April 2026 and would apply for three years. The previous scheme was due to end on 31 March 2026 however has been extended for another year. The relief would be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended).

Cllr Shires then explained that the discretionary government scheme for Film Studios relief which started on 1 April 2025 at 40% relief would continue until 2034. There were no such studios in the district currently.

She then spoke about recent changes to pubs and live music venues relief, explaining that the government had announced on 27 January 2026 that in 2026-27, eligible pubs and live music venues would benefit from a 15% business rates relief on top of the support announced at the Budget in 2025. Their bills would then be frozen in real terms for a further 2 years.

Local authorities were due to complete their NNDR1 for 2026-27 shortly, so it is not expected that authorities would have forecast the value of the relief, however, NNDC has estimated that there are approximately 100 eligible properties and the total relief would be about £161k for the 2026/27 year. The figures will be confirmed in the outturn data on the actual total cost for providing the relief, as per the usual process, via the NNDR3 process.

Local authorities would be fully compensated for the loss of income associated with granting the pubs and live music venues relief and the government will fund the associated new burdens, including the administrative and software costs of implementation.

She concluded by thanking the Revenues Team for their hard work, especially in exceeding their collection rates targets for both council tax and business rates.

Cllr J Toye said that the Revenues Team were extremely supportive of any businesses that he had directed to them for information and assistance. As Portfolio Holder for Sustainable Growth, he said it was important to highlight that pubs and hospitality venues faced considerably more challenges than business rates.

It was proposed by Cllr L Shires, seconded by Cllr J Toye and

**RESOLVED**

To recommend the following to Full Council:

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 have

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.

Reason for the decision:

The new policy will enable the Supporting Small Business Relief, Hardship Relief, Film Studios Relief, Flood Relief, Electric Vehicle Charging Points and Electric Vehicle Only Forecourts and Retail Hospitality and Leisure Relief up to 31/03/26 to be awarded discretionary reliefs.

## **10 DRAFT REVENUE BUDGET 2026 - 2027**

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She began by thanking her Cabinet colleagues and officers for their support and engagement throughout the budget setting process to ensure that a balanced budget was achieved. She highlighted the challenges that residents had faced in the last two years, especially the increase in homelessness and praised officers for their work in providing temporary accommodation units during a period of extreme financial pressure.

She said that the report had been to Overview and Scrutiny Committee and there had been a request for more background information to be included and this would be added to the updated report that would be going to the next meeting of the Committee.

Cllr Shires highlighted recommendation 3, which related to the use of the Communities reserve to fund a revenue budget of £4k per member to allow the award of small local grants. She explained that the Sustainable Communities Fund had been paused in 2024/2025 and she was pleased to say that it was now being released as a local members fund. It was proposed that a cross-party working group was established to agree purpose and governance regarding the awarding of grants. Then, a four person panel comprised of two members, a legal officer and a finance officer would meet monthly to oversee the allocation of the awards.

Cllr Shires then talked through the other recommendations, which included the establishment of a reserve to deliver Local Government Reorganisation (LGR) as there was no additional funding from government for this.

Officers were now working continuously to ensure that the budget was managed carefully throughout the year, thus ensuring that savings were built into the way service areas worked rather than presented at year end.

Cllr Shires explained that following the Local Government Financial Settlement (LGFS) in December 2025, the Council received a zero percent increase in core spending power. The impact on shire districts was considerable as the Government's focus shifted towards metropolitan boroughs. Consequently, a significant number of district councils, including NNDC, were reliant on 95% funding floor protection to avoid real-terms and in some cases, cash terms reductions.

Cllr Shires then highlighted additional funding pressures that the Council was facing including ongoing temporary housing costs and the introduction of food waste collection. The Government had miscalculated how much this would cost and it was

likely that this would have a considerable impact on future budgets if the funding gap was not addressed.

Referring to the Medium Term Financial Strategy (MTFS), she highlighted the small share of council tax allocated to NNDC – which had previously been approximately 8% of the total collected and then last year this had fallen to 7.4%. She warned that this share may change again this year but suggested that members may wish to highlight the 7.4% share when discussing council tax rates with their town and parish councils.

The Chair said it was important to note that NNDC's overall share of council tax was shrinking whilst its responsibilities were growing. He also referred to the underfunding of introducing mandatory food waste collection and said it highlighted the lack of understanding of rural areas by central Government. However, despite such challenges, the Council had been able to present a balanced budget and he commended officers for their hard work.

Cllr J Toye said that it was very clear that central Government did not understand rural areas. He added that NNDC was still delivering services to residents at a high standard and that North Norfolk was a great area to live in. He said that it was due to the Council's historic prudence regarding its budgets that it was able to continue to deliver not only its statutory services but also many discretionary services such as leisure centres, public toilets and the provision of country parks.

The Chair agreed and said that the Council had a duty to maintain several key assets such as Cromer Pier but it should be remembered that this played a key role in the district's tourism offer. He reiterated Cllr Toye's comments about all the discretionary services that NNDC provided adding that this was in addition to having to cover very high costs relating to the provision of temporary accommodation and the upcoming mandatory collection of food waste.

Cllr C Cushing reiterated the points raised regarding the unfair funding review and said it was clear that central Government had no understanding of rural Norfolk and its needs, adding that it was harder to deliver many services in a large, rural areas than in a town or city. He said that although he agreed with the need to set money aside to deliver local government reform, he remained convinced that it would not be beneficial for North Norfolk in any way and that the delivery of services would suffer. Ultimately it meant that £750k would not be spent on services that would benefit residents.

Cllr Cushing then referred to page 103 of the report, Table 1 'General Fund Summary' and sought clarification regarding the increase in 'service delivery'.

Cllr Shires replied that page 117 (Appendix B) gave a breakdown of the detail.

The Director of Resources added that £1.3m related to 'growth in Environmental Services' and this was essentially allocated to the anticipated cost of food waste collection. The final cost had not been agreed with the contractor yet and negotiations were ongoing. It was hoped that this figure could be reduced and officers were actively working on this.

The Chair commented that additional costs such as this and the funding of LGR, demonstrated the financial burden that central Government was placing on the Council, adding that he agreed with Cllr Cushing's earlier point that setting aside such huge costs, meant that less money was spent on local residents. He said that

this money would be better spent on funding key areas in local government that desperately needed the funding such as adult social care and children's services.

Cllr L Withington said that she wanted to reiterated Cllr Toye's comments about having a strong local economy as this kept people in their homes, through the provision of good, local jobs. She added that the Council was very good at bringing in grant funding and distributing this to the local economy and supporting businesses and like Cllr Cushing, she believed that the £750k allocated for LGR could be better spent on local services. Cllr Withington then spoke about the work that NNDC was doing to tackle homelessness in the District, including bringing in funding and using the second homes premium. There was also really strong partnership working that was delivering across key areas to maximise what could be achieved.

It was proposed by Cllr L Shires, seconded by Cllr J Toye and

#### RESOLVED

1. To consider the proposed balanced budget including movement in reserves and recommended approval to full Council.
2. To approve the creation of an £0.75m Ear Marked Reserve to mitigate the Revenue costs of Local Government Reorganisation.
3. To approve the use of the Communities reserve to fund a revenue budget of £4,000 per Member to allow the award of small local grants.
4. That an alternative option for balancing the budget should be agreed to replace costs or savings not taken forward if there are any.
5. To agree that any additional funding announced as part of the final Local Government Settlement announcement be transferred to reserves.
6. To decide which proposed new capital bids should be recommended to full Council for inclusion in the Capital Programme.

Reason for the decision:

To enable the Council to set a balanced budget.

#### **11 MEDIUM TERM FINANCIAL STRATEGY 2026/27 TO 2029/30**

Cllr L Shires, Portfolio Holder for Finance, Estates and Property Services, introduced this item. She explained that it had been to Overview & Scrutiny Committee previously and feedback had been very good. She said that the Medium Term Financial Strategy (MTFS) set out the context for the other financial reports, including the Budget, that were being presented to Cabinet.

The Chair agreed that it was a very well presented report.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

#### RESOLVED

To recommend approval of the Medium Term Financial Strategy to Full Council

## **12 LEASE RENEWAL: FORESHORE AT HAPPISBURGH**

Cllr H Blathwayt, Portfolio Holder for Coast, introduced this item. He explained that the renewal of the lease for the foreshore at Happisburgh was crucial to enable the Council to continue carrying out vital coastal protection, drainage and water management works.

It was proposed by Cllr H Blathwayt, seconded by Cllr A Varley and

RESOLVED

to agree:

- A lease renewal for 21 years
- Delegate approval to the Asset Strategy Manager to agree the exact terms of the lease.

Reason for the decision:

To ensure that the Council can continue to manage and maintain the Happisburgh foreshore

## **13 NEATISHEAD CONSERVATION AREA APPRAISAL**

Cllr A Brown, Portfolio Holder for Planning & Enforcement, introduced this item. He said that the report sought approval to adopt the Neatishead and Hall Road Barton Turf Conservation Area Appraisal and Management Plan in line with national policy and best practice. He explained that as part of the NNDC's ongoing management of its 84 conservation areas, it was agreed that the Broads Authority should lead on the production of the Conservation Area Appraisals in the conservation areas that are shared between the two authorities, with input from NNDC. Neatishead is the latest CAA to be reviewed by the Broads Authority.

As Cllr H Blathwayt had already voted in support of this item as a member of the Broads Authority, he abstained from voting.

Cllr J Toye said that he would be pleased to second the recommendation, adding that he would welcome more CAAs coming forward across the District and hoped to see one for his ward.

Cllr A Varley spoke as a member from the East of the district and said he was fully supportive of the proposals.

Cllr N Dixon spoke as a local member for one of the areas included in the CAA. He said that he was appreciative of the work undertaken by the Broads Authority on this and urged Cabinet to support it.

It was proposed by Cllr A Brown, seconded by Cllr J Toye and

RESOLVED

To approve the adoption of the Neatishead and Hall Road, Barton Turf Conservation Area Appraisal and Management for statutory planning purposes and for the Appraisal document to become a material consideration in the planning process.

Reason for the decision:

To enable the appraisal document to provide planning guidance for the District.

**14 DELEGATED DECISIONS NOVEMBER TO DECEMBER 2025**

The Chair explained that this was a statutory report and briefly outlined the decisions included in the list.

Cllr V Holliday queried the second decision on the list and said that she would expect to see a value or cost included. The Chair replied that this would be set out in the original report that went to Full Council.

It was agreed to note the record of delegated decisions for November to December 2025.

**15 EXCLUSION OF PRESS AND PUBLIC**

**16 PRIVATE BUSINESS**

The meeting ended at 10.58 am.

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Chairman

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## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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

**Table 1: Disclosable Pecuniary Interests**

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

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

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

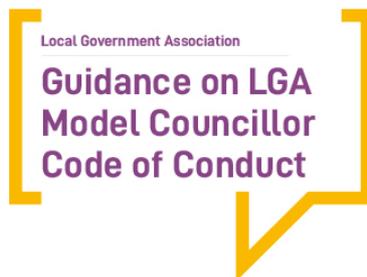
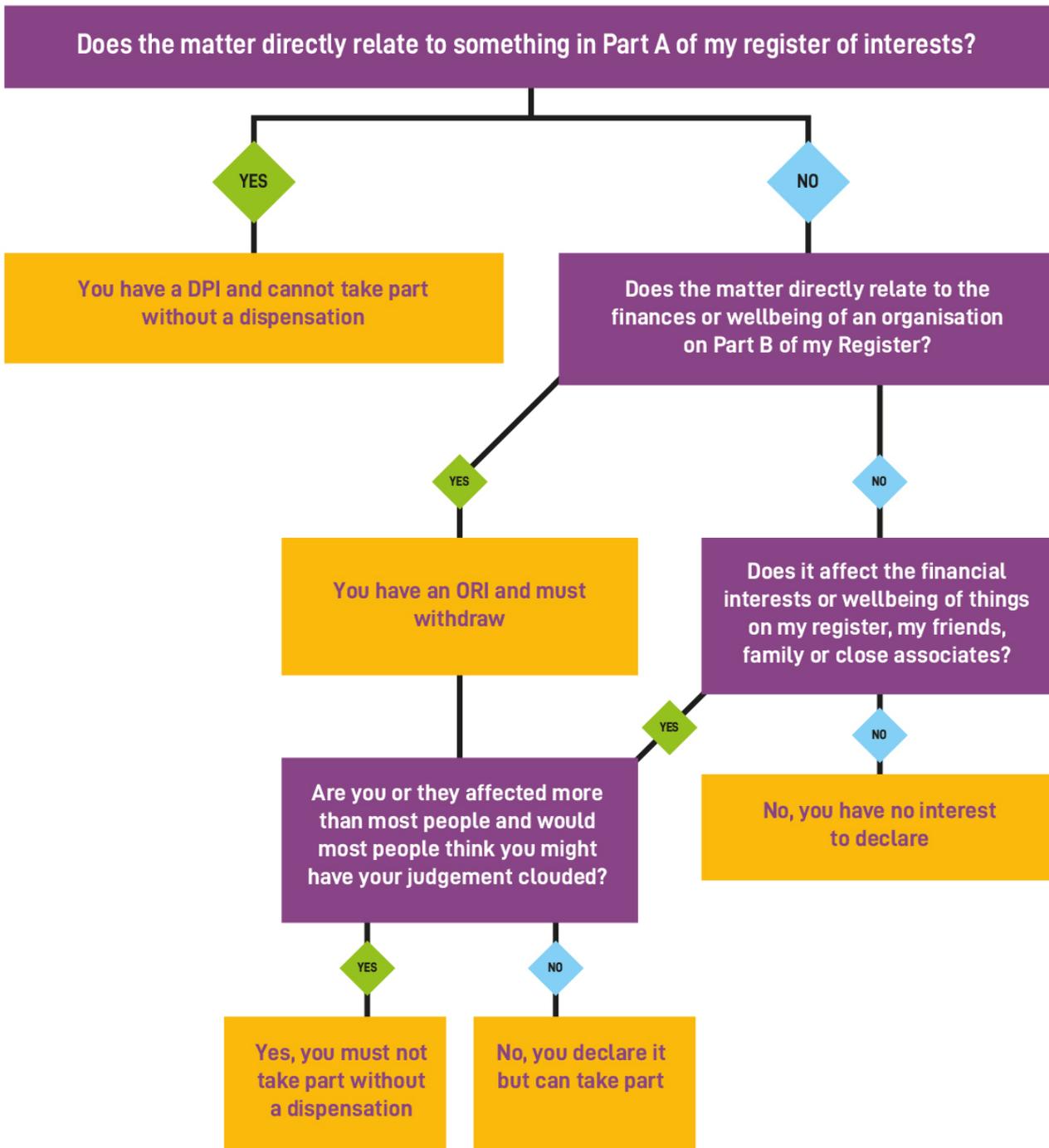
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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\* 'director' includes a member of the committee of management of an industrial and provident society.

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

**Table 2: Other Registrable Interests**

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"><li>a) any body of which you are in general control or management and to which you are nominated or appointed by your authority</li><li>b) any body<ul style="list-style-type: none"><li>(i) exercising functions of a public nature</li><li>(ii) any body directed to charitable purposes or</li><li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)</li></ul></li></ul>
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# Agenda Item 8

<b>BUDGET MONITORING Period 10 2025/26</b>	
<b>Executive Summary</b>	<p>This report provides an update on the Council's financial performance and projected full year outturn position for 2025/26 for the revenue account, capital programme, reserve statement and budgeted savings performance as at the end of January 2026.</p> <p>As at 31 January 2026, the General Fund Forecast Outturn position for 2025/26 is a surplus of £0.383m. This is after adjusting for all known variations and full year forecasting by service managers.</p>
<b>Options considered</b>	This is an update report on the Council's financial position and so no other options were considered.
<b>Consultation(s)</b>	This is an update report on the Council's financial position and no other consultations were considered.
<b>Recommendations</b>	<p><b>Members are asked to consider the report and recommend the following to full Council:</b></p> <ul style="list-style-type: none"> <li>a) Note the contents of the report and the current forecast year end position.</li> <li>b) Seek approval of Full Council to increase the 2025/26 capital budget for Disabled Facilities Grants to £2,317,266. This is to reflect the addition of £118,204 of grant award towards the scheme</li> <li>c) To use the Extended Responsibility Producer grant of £1,312,840, which was previously forecasted to be an in-year contribution to reserves, to offset relevant in year recycling expenditure.</li> <li>d) That the resulting underspend of £1,312,840 in the respective recycling revenue budgets be transferred to the General Reserve to mitigate future unfunded new burdens.</li> </ul>
<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	Budget report, Budget Monitoring reports

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Daniel King Assistant Director Finance & Assets <a href="mailto:daniel.king@north-norfolk.gov.uk">daniel.king@north-norfolk.gov.uk</a> 01263 516167

<b>Links to key documents:</b>	
Corporate Plan:	Financial Sustainability and Growth
Medium Term Financial Strategy (MTFS)	Budget Process in line with the MTFS
Council Policies & Strategies	Service budgets set in line with the council policies and strategies

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

## 1. Introduction

- 1.1 This report updates members of the forecast outturn position for 2025/26 against the updated budget. The updated budget reflects the base budget approved by Full Council on the 19 February 2025 updated to reflect approved budget movements. It provides a position as at the end of January 2026 for revenue, capital, reserves and budgeted savings.
- 1.2 The updated budget has been restated to realign with the new reporting structure approved by Full Council on 21 May 2025. The General Fund Summary (Appendix A) illustrates this movement.
- 1.3 Commentary on the more significant forecast variances by expenditure type (subjective) are included within the report with further supporting information provided within the detailed appendices.
- 1.4 Where there are predicted savings related to reserve funded expenditure items, the reserve position has been updated to reflect this.

## 2. Summary Financial Forecast P10 2025/26

- 2.1 The General Fund position for the year shows a forecast year-end surplus of (£0.383m). This is after allowing for adjustments to/(from) Earmarked Reserves.
- 2.2 Appendix A The General Fund Summary, shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 1 below provides a summary of the General Fund position excluding these charges.
- 2.3 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes.

### 2.4 Table 1

2025/26 Revenue Account Excluding Notional Charges	Updated Budget £'000	Forecast P10 2025/26 £'000	Variance £'000
<b>Service Area:</b>			
Corporate	4,272	4,133	(139)
Resources	5,256	5,657	402
Service Delivery	9,384	8,901	(483)
<b>Net Cost of Services</b>	<b>18,911</b>	<b>18,691</b>	<b>(220)</b>
Parish Precepts	3,736	3,736	0
Net Interest Receivable/Payable	(1,101)	(1,284)	(183)
Minimum Revenue Provision (MRP)	527	585	57
Capital Financing	1,458	1,458	0
Contribution to/(from) Earmarked Reserves	391	(1,405)	(1,796)
Contribution to/(from) General Reserve	(15)	1,298	1,313
<b>Net Service Expenditure/Income to be met from Government Grant and Taxpayers</b>	<b>23,908</b>	<b>23,079</b>	<b>(828)</b>
<b>Government Grants and Council Tax</b>	<b>(23,908)</b>	<b>(23,462)</b>	<b>446</b>
<b>Net (Surplus)/Deficit for the Year</b>	<b>-</b>	<b>(383)</b>	<b>(383)</b>

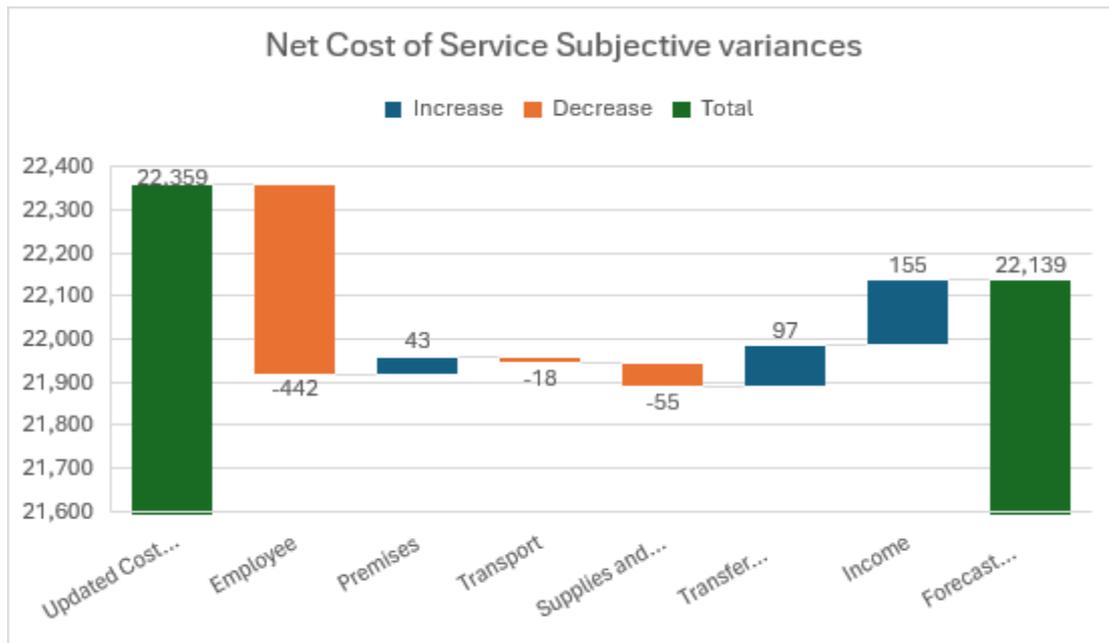
- 2.5 **Net Cost of Service** – the position shows a net surplus of (£0.220m) across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.
- 2.6 **Non-Service expenditure** – Relates to income and expenditure not directly related to providing specific Council services.
- **Net Interest Receivable/Payable** – relates to the Council's balances invested to provide revenue to assist with funding the budget. The position shows that there is forecast to be a net surplus of £0.183m at the end of the year. This is a favourable movement from the previous position at Period 6 which forecast a surplus of £0.120m. This movement relates to interest receivable which is forecast to be greater than predicted due to

higher balances available to invest. This is explained further within paragraphs 3.10 to 3.18.

- **Minimum Revenue Provision (MRP)** – is the provision that the Council is charging against the revenue for the repayment of debt, this is measured by the amount of borrowing required to fund the Capital Programme. This position fluctuates with capital programme spend. The current increase of £0.057m ,reflects changes in accounting for leases under IFRS16.
- **Capital Financing** – this expenditure line relates to revenue financing allocated to the council's capital programme. The budget has been updated for 2024/25 programme slippage and now reflects the current forecast capital financing requirement.
- **Contributions to/(from) Reserves** – As part of the updated budget the earmarked reserve position has been updated to reflect the capital programme. The forecast final outturn position takes into account allocations in respect of one of staff costs. Further information on the councils reserves movements can be found at section 6 below and within Appx D.
- **Government Grant and Council tax** – During the pandemic the council received a number of grants to mitigate economic impacts. One of these grants was in relation to Sales, Fees and Charges, the Ministry of Housing Communities and Local Government (MHCLG) has now undertaken final reconciliations and the unallocated balance of £0.142m has been repaid. At the time all unallocated covid grant balances were earmarked in the unspent grant reserve, there will not be a bottom-line impact.
- The council have been allocated an 'Extended Producer Responsibility 'EPR' grant to mitigate the burden of managing household packaging waste. The original budgeted figure was £1.6m, we have been advised that this has been revised to £1.3m. A requirement of accepting this grant is that it matched by eligible expenditure during the financial year. We have recommended in this report that this grant is used to offset in year expenditure in recommendation C.

### 3. **Net Cost of Services – Commentary by Expenditure Heading for Period 10 2025/26**

- 3.1 The net cost of services shows a year-end surplus of (£0.250m). This position includes notional charges and is before any transfers to/from earmarked reserves.
- 3.2 Graph 1 below shows the main variances across the standard expenditure headings which comprise the Net Cost of Services.



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

#### 3.4 **Employee Costs – Current forecast underspend of £0.442m**

- The current forecast anticipates that direct employee related expenditure will be underspent by £0.500m.
- This forecast saving combines turnover savings from vacant posts and contract adjustments where individual officers have reduced their working hours. In some services officers have taken short term secondments within the organisation and it hasn't always been possible to backfill their substantive posts.
- Within the corporate leadership team, the departure of two Directors in April 2025 and the following restructure will deliver an estimated net saving of £0.060m this is after allowing for recruitment and restructuring costs. The cost of interim cover for the section 151 role has also been funded from this saving.
- In a number of services areas i.e. Legal and Finance, staff savings have been offset by external agency costs (reported under supplies and services) necessary to ensure we carry out statutory obligations.
- The forecast position anticipates that restructuring costs including pension strain are funded from the Restructuring and Invest to Save reserve. This totals £0.096m.
- Indirect employee costs such as training are forecast to deliver a savings of (£0.040m).
- As part of the 2025/26 budget setting process £0.154m employee savings were factored in. These savings may not have been achieved across the services anticipated but as outlined above have been achieved across the wider organisation.

### 3.5 Premises Costs – Net Overspend of £0.043m

- (£0.057m) – Utilities and Business rates on the council's own assets including car park business rate revaluations.
- £0.100m – Repairs and Maintenance budgets including £0.038m in respect of lifts (£0.010m) vandalism.
- (£0.037m) – Rental expenditure relating to public conveniences and car parks.
- £0.050m – Business Rates on coast protection material storage compounds.

### 3.6 Transport Related costs – Underspend £0.018m

- Reduction in mileage claimed by officers. Lump sum payments due to vacant posts.

### 3.7 Supplies and Services – Underspend £0.055m

- £0.155m – Additional support required within Finance, Environmental Health and Legal. These additional costs are because of staff turnover and will be partially offset by staffing budgets and the use of New Burdens grant funding.
- £0.012m – Irrecoverable income written off as a bad debt, which are not budgeted for at service level.
- £0.062m – Local Government Reorganisation (LGR) costs
- (£0.095m) – Lower computer software costs some of which were budgeted to be funded from reserves.
- (£0.166m) – other professional fees, £0.034m external Web developer costs. Within this total £0.061m is in relation to local plan expenditure and £0.066m Environmental Strategy projects, both of these underspends will be offset by a reduction in the use of earmarked reserves.
- £0.053m – Estates – NPS consultancy fees, asset valuation work.
- (£0.013m) – Internal Audit fee expenditure
- (0.014m) – Equipment and Stationary purchases.
- (£0.025m) – Publication and media costs, including the production of the district magazine
- (£0.017m) Lower costs associated with commercial waste disposal.
- The difference is made up of a number of smaller variances including equipment purchases and rentals and postage costs.

### 3.8 Transfer payments - Overspend £0.096m

This relates to NNDC service charges, NNDC retained overheads for main administrative building at Cromer and the Rocket House public convenience. This movement relates to tenancy changes and floor area adjustments.

### 3.9 Income – Net shortfall of £0.155m

#### Government Grants – Forecast overspend of £0.357m

- The council received some new burdens funding that was not anticipated. This funding is to offset the additional pressures of providing specific services.
  - (£49k) was received in respect of Internal drainage board costs

- (£69k) was received in respect of External Audit costs, Redmond Review and backstop pressures, some of which will offset additional agency staff costs within finance.
- Housing Benefit Subsidy - Based on the mid-year subsidy claim for 2025/26 submitted to the Department for Works and Pensions (DWP) there is an anticipated shortfall of £0.748m. This is largely due to the placement of Homeless clients in Bed and Breakfast accommodation. Not all of these costs can be reclaimed as there is an expenditure cap dependant on the location of the property. This forecast shortfall is partially mitigated by the recovery of prior year overpaid subsidy; this is estimated to reduce the overall shortfall to £0.400m. This funding shortfall will be mitigated by the Second Homes Premium Reserve
- As part of the base budget for 2025/26 £0.075m was included as an anticipated planning support grant, we have had no further notification and the grant funds have not yet been received. This one-off grant was part of savings bids approved for 2025/26.

**Other Grants and Reimbursement – Shortfall £0.015m**

- (£0.010m) – Car park contributions re Millers Walk, Fakenham
- £0.025m – Other LA Contributions to the Coastal Management service (offset by saving in staffing costs)

**Rents – Shortfall £0.064m**

- £0.042m – Rental shortfall Beach huts and Chalets transition from weekly rents to leases.
- £0.012m – Industrial Units due to void periods.
- £0.010m – Former Cromer TIC site, delays in the prospective tenant bringing forward their scheme.

**Customer and Client Receipts – surplus £0.288m**

- £0.044m – Building Control fee income, fee scale increases not yet realised due to the timing of applications.
- (£0.300m) – Development Management, planning fee income due to a number of large-scale applications.
- (£0.040m) – Higher bulky waste collection income
- (£0.030m) – Garden bin income
- £0.090m – Car park charges, largely due to additional savings/income targets not being made in relation to Hornbeam Road and North Lodge Park.
- £0.033m – Car park season ticket income
- (£0.030m) – car park penalty notice and EVCP income.
- (0.042m) – Administration building service charge income, net impact
- (£0.013m) – Additional profit share from the Pier operator contract

**Non-Service Income and Expenditure**

**Investment Income**

- 3.10 The 2025/26 investment interest budget is £1.418m. This budget was calculated based on the economic position in November 2024 (5% average interest rates and an average cash balance of £29.5m). Since then, the Monetary Policy Committee (of the Bank of England) have been gradually lowering interest rates to achieve their purpose of preventing

radical inflation. As at the time of writing this report, the base rate was 3.75%.

- 3.11 At period 10, the Council earned £1.532m in investment interest, which is a favourable variance of £0.363m compared to the period 10 budget of £1.169m. This was with an average rate of 5.65% on an average principal of £35.708m.
- 3.12 The revised year-end forecast indicates a projected surplus of £0.168m, with total investment interest expected to reach £1.586m, exceeding the original budget of £1.418m. While this represents a favourable variance, it should be noted that the position remains subject to change due to fluctuations in daily investment balances and potential shifts in market conditions until the year-end. Compared to the position from Period 6, additional short-term cash balances have been available for investment from grants awarded towards capital projects, contributing to the improved investment return.

### **Borrowing Interest**

- 3.13 The Council has previously authorised borrowing to support the delivery of certain capital projects. At the start of the 2025/26 financial year, the Council's Capital Financing Requirement (CFR) stood at £17.544m. The CFR represents the underlying need for the authority to borrow in order to finance historic capital expenditure that has not yet been funded through capital or revenue contributions. To address this requirement, the Council makes an annual Minimum Revenue Provision (MRP), a statutory charge against revenue budgets intended to ensure that sufficient funds are set aside to repay the principal element of borrowing over time. A significant increase in capital projects financed through borrowing will result in a higher CFR and, consequently, increased MRP obligations, thereby placing additional pressure on the Council's revenue budget in future years
- 3.14 The CFR is a combination of internal borrowing (using the Council's own cashflow resources) and external borrowing (actual borrowing from other local government bodies or the central government Public Works Loans Board otherwise known as the PWLB).
- 3.15 As of Period 10, the year-end Capital Financing Requirement (CFR) is projected to be £22.821m, following a confirmed Minimum Revenue Provision (MRP) contribution of £0.585m from revenue. This exceeds the original budgeted amount of £0.527m, mainly due to adjustments for lease liabilities under IFRS 16. The final CFR position may also be lower if capital projects funded by borrowing are not fully delivered within the current financial year.
- 3.16 The Council currently has a £5.000m external loan from the PWLB which commenced on the 01/05/25 and will be repaid on 01/05/26. This loan was secured at a rate of 4.59%. The Council will incur a borrowing expense of £0.210m in 2025/26 from this loan.
- 3.17 The Council had a prior £5.000m loan from the PWLB which was repaid on the 28/04/25. This loan was secured at a rate of 5.39%. Repayment of this loan incurred a £0.023m borrowing expense in 2025/26.

3.18 The Council has a borrowing budget of £0.302m for interest payable in 2025/26. This is adequate to cover the PWLB loan expenses totalling £0.233m and leaves a budget of £0.069m to cover the interest expenses of additional short-term borrowing that may be required during the financial year. To date, £0.007m in short-term borrowing costs have been incurred, leaving a balance of £0.062m available for the remainder of the financial year. At the current time it is anticipated that this unspent budget will be used in March to cover year-end cashflow deficits.

#### 4. Performance against savings targets 2025/26

4.1 As part of the 2025/26 budget process £1.881m of expenditure savings/additional income were identified and factored into the base position as agreed by Members in February 2025. Table 2 below provides an update on how these savings are being achieved. A more detailed breakdown can be found in appendix E.

***This position is for information only as the impacts are already included in the net forecast surplus position of (£0.413m).***

#### 4.2 Table 2: Performance against £1.881m Savings Target

Performance against £1.881m Savings Target 2025/26

Directorate	Assistant Directorate	2025/26	Forecast	Variance
		Budget	P10	
		£000	£000	£000
Corporate	Corporate functions	(879)	(750)	130
	Legal and Governance	(14)	(14)	0
Service Delivery	Environmental Health and Leisure	(182)	(182)	0
	People Services	(236)	(236)	0
	Planning	(255)	(63)	193
Resources	Finance, Assets and Revenues	(202)	(159)	42
	Sustainable Growth	(112)	(57)	55
		<b>(1,881)</b>	<b>(1,461)</b>	<b>420</b>

4.3 The current forecast shortfall in savings of £0.420m is largely due to the following reasons: -

4.4 Service restructuring, which has not yet been implemented, is forecast to result in a cost of £154k.

4.5 One – off Planning service improvement grant £75k included for 2025/26, not likely to be received.

4.6 Predicted shortfall against additional income factored into the base

- £99k car parking income due to timing differences on delivery of additional car park income streams. This includes Hornbeam Road North Walsham and North Lodge Park Cromer.
- £30k Building Control fee income shortfall due to fee income received being based on the old fee structure. This is due to the fact that the fee payable is based on the fees in place when the application was submitted,

not the current price structure. Applications are valid for 3 years so work being undertaken this year may have been secured at a prior year's lower fee.

## **5. Capital**

- 5.1 This section of the report presents the capital programme 2025/26 position as at the end of period 10, together with an updated capital programme for the financial years 2025/26 to 2030/31. Appendix C provides the details of the current position.
- 5.2 Total Capital expenditure for 2025/26 as at period 10 was £9.071m compared to an updated full year capital budget of £38.566m. This gives a remaining 2025/26 capital budget of £29.495m.
- 5.3 The large amount of budget is attributed to the Council having multiple high-value projects in its capital programme in the current financial year. The current programme is primarily funded primarily by external grants and contributions, with the remainder funded from the Council's internal funding resources (capital receipts and reserves). The remaining projects with no alternative funding available must be funded from borrowing. The current expected amount of capital projects during 2025/26 expected to be funded by internal/external borrowing is £5.613m.
- 5.4 The following adjustments will be made to the capital programme, subject to approval by Full Council. These changes have all been reflected in Appendix C and are requesting approvals from Full Council as detailed below:
- 5.5 Seek approval of Full Council to increase the 2025/26 capital budget for the Disabled Facilities Grants scheme to £2,317,266 to reflect the addition of £118,204 additional grant funding awarded by MHCLG towards the scheme.

## **6. Reserves**

- 6.1 The Councils current reserve position is provided at Appendix D. This position has been updated as part of preparing the updated forecast for 2025/26.
- 6.2 The updated base budget assumed net contributions into reserves of £0.376m the current forecast is a net contribution out of reserves of £0.107m, the main reasons for this movement are outlined below.
- 6.3 (£0.142m) contribution from the Grants reserve in relation to the repayment of covid grant balances.
- 6.4 (£1.616m) budgeted contribution to EPR Grant no longer being earmarked. Revised EPR grant being utilised in year.
- 6.5 £1.312m underspend in recycling revenue budgets recommended to be transferred to the General Reserve.
- 6.6 (£0.159m) contribution from Restructuring/Invest to save reserve to cover one-off staff costs.
- 6.7 £0.065m Delivery Plan reserve in respect of planned environmental strategy projects.
- 6.8 £0.061m Local plan expenditure slippage funded from the New Homes Bonus reserve.
- 6.9 The Forecast General Reserve balance on 31 March 2026 is £4.123 million which is above the recommended balance of £2.1million.

## **7. Medium Term Financial Strategy**

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

## **8. Proposals and Options**

This is a factual report that outlines the Forecast financial position at the year-end for the year 2025/26. There are proposed recommendations for Cabinet to make to full Council on 25 March 2026. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

## **9. Corporate Priorities**

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

## **10. Financial and Resource Implications**

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

## **11. Legal Implications**

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

## **12. Risks**

- 12.1 Financial risks are identified within the report content.

## **13. Net ZeroTarget**

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

## **14. Equality, Diversity & Inclusion**

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

## **15. Community Safety issues**

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

## **16. Conclusion and Recommendations**

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

- a) The Updated Forecast position at P10 2025/26 for the General Fund revenue account (See Appendix A);
- b) Seek approval of Full Council to increase the 2025/26 capital budget for Disabled Facilities Grants to £2,317,266. This is to reflect the addition of £118,204 of grant award towards the scheme
- c) To use the Extended Responsibility Producer grant of £1,312,840, which was previously forecasted to be an in-year contribution to reserves, to offset relevant in year recycling expenditure.
- d) That the resulting underspend of £1,312,840 in the respective recycling revenue budgets be transferred to the General Reserve to mitigate future unfunded new burdens.

**S151 Officer**

The Period 10 position as presented in this report shows that the updated forecast for 2025/26 is a yearend surplus of £0.383m. The Finance team and service managers will work together to close down the revenue and capital budgets and provide detailed information as part of the P12 Final Outturn position 2025/26.

**Monitoring Officer**

In accordance with the CIPFA requirements, this report provides financial information to Members around the 2025/26 provisional outturn position for the year and matters as detailed in the recommendations.

## General Fund Summary Forecast Outturn at P10 2025/26

Service Area	2025/26 Base Budget £	2025/26 Updated Budget £	Full Year Forecast Period 10 2025/26 £	Variance £
Corporate Leadership/ Executive Support	4,384,567	4,384,567	4,245,738	(138,829)
Communities	0	0	0	0
Place and Climate Change	0	0	0	0
Resources	6,970,323	6,970,323	7,372,106	401,783
Service Delivery	10,994,087	11,004,087	10,521,284	(482,803)
<b>Net Cost of Services</b>	<b>22,348,977</b>	<b>22,358,977</b>	<b>22,139,128</b>	<b>(219,849)</b>
Parish Precepts	3,736,377	3,736,377	3,736,377	0
Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)	0
Refcus	(761,647)	(761,647)	(761,647)	0
Interest Receivable	(1,403,400)	(1,403,400)	(1,586,400)	(183,000)
External Interest Paid	302,100	302,100	302,100	0
Revenue Financing for Capital:	320,000	1,458,051	1,458,051	0
Minimum Revenue Provision	527,257	527,257	584,557	57,300
IAS 19 Pension Adjustment	276,280	276,280	276,280	0
<b>Net Operating Expenditure</b>	<b>22,383,570</b>	<b>23,531,621</b>	<b>23,186,072</b>	<b>(345,549)</b>
Collection Fund – Parishes	(3,736,377)	(3,736,377)	(3,736,377)	0
Collection Fund – District	(7,812,582)	(7,812,582)	(7,812,582)	0
Retained Business Rates	(8,660,926)	(8,660,926)	(8,660,926)	0
New Homes bonus	(596,090)	(596,090)	(596,090)	0
3.2% Funding Guarantee	(805,165)	(805,165)	(805,165)	0
Revenue Support Grant	(335,416)	(335,416)	(335,416)	0
NI Compensation	(150,583)	(150,583)	(150,583)	0
Recovery Grant	(194,584)	(194,584)	(194,584)	0
Extended Responsibility Grant	(1,616,000)	(1,616,000)	(1,312,840)	303,160
	0	0	142,501	142,501
<b>Income from Government Grant and Taxpayers</b>	<b>(23,907,723)</b>	<b>(23,907,723)</b>	<b>(23,462,062)</b>	<b>445,661</b>
Contributions to/(from) Earmarked reserves	1,524,153	376,102	(106,694)	(482,796)
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>(382,684)</b>	<b>(382,684)</b>

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## General Fund Budget Monitoring P10 2025/26

## Corporate Directorate

## Corporate

	Updated Budget 2025/26	Full Year Forecast P10 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
<b>Human Resources &amp; Payroll</b>				
Employee	360,555	329,498	(31,057)	(£20,000) Common training budget. (£9,557) Vacant post.
Transport	500	250	(250)	No Major Variances.
Supplies and Services	26,900	20,650	(6,250)	(£5,000) Professional Fees.
Income	(1,000)	(1,000)	0	No Major Variances.
	<b>386,955</b>	<b>349,398</b>	<b>(37,557)</b>	
<b>Tourist Information Centres</b>				
Employee	0	31,774	31,774	£23,207 Redundancy costs funded from reserves. £8,567 Delayed closure resulting in additional costs.
Premises	18,586	16,424	(2,162)	£3,743 Business Rates.
Supplies and Services	330	1,629	1,299	No Major Variances.
Capital Financing	2,651	2,651	0	No Major Variances.
Income	(10,000)	(2,410)	7,590	£10,000 Lease income due to delayed tenancy. (£2,410) Sale of goods.
	<b>11,567</b>	<b>50,068</b>	<b>38,501</b>	
<b>Corporate Leadership Team</b>				
Employee	731,021	670,038	(60,983)	(£84,208) Vacant posts. £13,971 S151 recruitment. £9,637 Additional supplement.
Transport	9,131	8,987	(144)	No Major Variances.
Supplies and Services	13,820	19,335	5,515	£2,815 Professional Fees. £2,000 Conference fee's. £1,000 Consultancy Fee's.
	<b>753,972</b>	<b>698,360</b>	<b>(55,612)</b>	
<b>Reprographics</b>				
Employee	709	709	0	No Major Variances.
Transport	250	0	(250)	No Major Variances.
Supplies and Services	35,290	31,890	(3,400)	Stationery.
Income	(4,000)	(4,000)	0	No Major Variances.
	<b>32,249</b>	<b>28,599</b>	<b>(3,650)</b>	
<b>Customer Services - Corporate</b>				
Employee	934,118	911,444	(22,674)	(£20,675) Vacant posts. (£2,000) Training.
Transport	4,000	1,500	(2,500)	Reduced mileage claims.
Supplies and Services	62,332	47,480	(14,852)	(£8,986) Equipment (£4,500) Stationary.
Capital Financing	54,056	54,056	0	No Major Variances.
Income	(17,250)	(24,939)	(7,689)	Service charge income for additional tenant.
	<b>1,037,256</b>	<b>989,541</b>	<b>(47,715)</b>	
<b>Communications</b>				
Employee	216,496	223,284	6,788	£7,500 Fixed term post. (£2,000) Training.
Transport	2,238	1,738	(500)	No Major Variances.
Supplies and Services	52,680	31,680	(21,000)	(£20,000) Magazine publication. (£2,000) Photography. (£2,500) Digital promotion.
Capital Financing	55,954	55,954	0	No Major Variances.
Income	0	(2,275)	(2,275)	Filming income.
	<b>327,368</b>	<b>310,381</b>	<b>(16,987)</b>	
<b>Project and Performance Management</b>				
Employee	169,574	205,800	36,226	£36,971 Redundancy payment funded from reserves. £9,620 Saving not met. (£8,829) Reduced hours post. (£2,100) Training.
Transport	600	300	(300)	No Major Variances.
Supplies and Services	2,840	2,500	(340)	No Major Variances.
	<b>173,014</b>	<b>208,600</b>	<b>35,586</b>	
<b>AD Corporate Services</b>				
Employee	96,604	82,664	(13,940)	Vacant post.
Transport	1,444	1,208	(236)	No Major Variances.
Supplies and Services	250	250	0	No Major Variances.
	<b>98,298</b>	<b>84,122</b>	<b>(14,176)</b>	
<b>Total Corporate</b>	<b>2,820,679</b>	<b>2,719,069</b>	<b>(101,610)</b>	

## General Fund Budget Monitoring P10 2025/26

## Corporate Directorate

## Legal and Governance

## Subjective Description

Subjective Description	Updated	Full Year	Variance	Variance Explanation
	Budget 2025/26	Forecast P10 2025/26	2025/26	
	£	£	£	
<b>Registration Services</b>				
Employee	159,956	158,956	(1,000)	No Major Variances.
Premises	2,600	800	(1,800)	No Major Variances.
Transport	400	400	0	No Major Variances.
Supplies and Services	62,425	79,369	16,944	£17,100 Printing - additional costs for Canvass.
Income	(1,500)	(3,500)	(2,000)	No Major Variances.
	<b>223,881</b>	<b>236,025</b>	<b>12,144</b>	
<b>Members Services</b>				
Employee	223,125	200,193	(22,932)	Employee costs.
Transport	7,981	8,981	1,000	No Major Variances.
Supplies and Services	406,967	396,735	(10,232)	Members basic and carers allowance.
	<b>638,073</b>	<b>605,909</b>	<b>(32,164)</b>	
<b>Legal Services</b>				
Employee	565,582	495,247	(70,335)	(£84,376) Vacant and reduced hour posts. £12,839 Post grading changes.
Transport	3,588	1,544	(2,044)	No Major Variances.
Supplies and Services	79,810	149,010	69,200	£67,000 Agency costs. £12,000 Bad Debts Written off. (£5,000) Client Disbursements (£3,000) Books.
Income	(55,000)	(72,000)	(17,000)	Additional fee income.
	<b>593,980</b>	<b>573,801</b>	<b>(20,179)</b>	
<b>Ad Legal and Governance</b>				
Employee	104,960	109,240	4,280	£3,875 Back pay correction
Transport	2,194	1,294	(900)	No Major Variances.
Supplies and Services	800	400	(400)	No Major Variances.
	<b>107,954</b>	<b>110,934</b>	<b>2,980</b>	
<b>Total Legal and Governance</b>	<b>1,563,888</b>	<b>1,526,669</b>	<b>(37,219)</b>	
<b>Total Corporate Directorate</b>	<b>4,384,567</b>	<b>4,245,738</b>	<b>(138,829)</b>	

## General Fund Budget Monitoring P10 2025/26

## Resources Directorate

## Finance, Assets and Revenues

	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>Car Parking</b>				
Premises	771,170	746,790	(24,380)	See <b>Note A</b> Below:
Supplies and Services	362,425	383,425	21,000	Purchase costs and postage in relation to Season Tickets.
Capital Financing	55,829	55,829	0	No Major Variances.
Income	(3,851,874)	(3,756,265)	95,609	See <b>Note B</b> Below:
Internal Income	(10,000)	(10,000)	0	No Major Variances.
	<b>(2,672,450)</b>	<b>(2,580,221)</b>	<b>92,229</b>	
<b>Note A:</b> (£23,450) Business Rates and (£5,000) Repairs and Maintenance, (£5,000) Flowbird Contract. Offset by overspend of £5,000 for Income Shares Payable and £4,070 other minor utility and insurance variances.				
<b>Note B:</b> Although we have seen an increase in car parking income, we are projecting to be £93,019 under budget in relation to car parking charges, this is due to North Lodge Park project being delayed and also due to Hornbeam Road not generating as much income as we expected. Based on Year to Date billing for Season Tickets, we are also projecting to be £32,780 under budget. However we are forecasting a (£20,000) increase in PCN income and an additional (£10,000) in relation to EVCP Income.				
<b>Industrial Estates</b>				
Premises	34,914	54,751	19,837	See <b>Note A</b> Below:
Capital Financing	24,189	24,189	0	No Major Variances.
Income	(236,353)	(223,912)	12,441	See <b>Note B</b> Below:
	<b>(177,250)</b>	<b>(144,972)</b>	<b>32,278</b>	
<b>Note A:</b> Overspends in relation to: £9,146 Repairs and Maintenance, £3,740 Business Rates, £2,970 Insurance Premiums, £2,030 Rental Refund and £1,951 various utilities. Partially offset by additional income in relation to service charge/other recoverable costs below.				
<b>Note B:</b> Rental Income £19,787 due to vacant units and lease reviews taking longer than anticipated. Service Charge and Other Recoverable costs (£7,346) partially offsetting expenditure above.				
<b>Surveyors and Church Yards</b>				
Premises	6,500	6,303	(197)	No Major Variances.
Income	(50)	(50)	0	No Major Variances.
	<b>6,450</b>	<b>6,253</b>	<b>(197)</b>	
<b>Revenue Services</b>				
Employee	1,014,776	977,104	(37,672)	(£20,612) Apprentice post vacant until mid February, (£9,972) Two Revenue Officer posts replaced with Apprentices and (£6,724) National Insurance.
Transport	1,844	3,783	1,939	Transport costs.
Supplies and Services	183,173	142,073	(41,100)	See <b>Note A</b> Below:
Capital Financing	0	30	30	No Major Variances.
Income	(454,130)	(454,130)	0	No Major Variances.
	<b>745,663</b>	<b>668,860</b>	<b>(76,803)</b>	
<b>Note A:</b> Underspends in relation to: (£34,280) Reserve funded computer hardware purchases that are delayed and due to start in next financial year, (£12,575) Other Professional Fees, (£2,500) Hybrid Mailing and (£2,000) Advertising. Overspends in relation to: £5,900 Postage costs and £3,545 Annual Billing.				
<b>Benefits Subsidy</b>				
Transfer Payments	20,021,089	20,021,089	0	No Major Variances.
Income	(20,021,089)	(19,621,089)	400,000	Forecast shortfall in subsidy largely due to temporary accommodation, offset by reclaimed overpayments.
	<b>0</b>	<b>400,000</b>	<b>400,000</b>	
<b>Non Distributed Costs</b>				
Employee	0	37,354	37,354	Pension Strain.
	<b>0</b>	<b>37,354</b>	<b>37,354</b>	

	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>ICT - Support Services</b>				
Employee	1,110,382	1,091,381	(19,001)	See <b>Note A</b> Below:
Transport	800	500	(300)	No Major Variances.
Supplies and Services	1,018,634	922,764	(95,870)	See <b>Note B</b> Below:
Capital Financing	206,587	206,587	0	No Major Variances.
Income		(250)	(250)	Sale of old Computers.
	<b>2,336,403</b>	<b>2,220,982</b>	<b>(115,421)</b>	
<b>Note A:</b> £6,656 training overspend to be funded by grant in reserves. IT Business Support £4,410 backpay. IT Web Team (£15,733) under budget due to changes to structure within the team and a reduction in hours for one post. IT Infrastructure (£7,490) underspend due to post being recruited into at lower grade with scope for progression. (£6,331) IT Manager underspend due to post holder being part time.				
<b>Note B:</b> (£60,786) Computer Costs, due to software historically being purchased for multiple years, therefore reduced charge in 25/26. (£33,800) Other Professional Fees, lower costs in relation to external Web Developer.				
<b>Poppyfields</b>				
Premises	3,425	2,425	(1,000)	No Major Variances.
Supplies and Services	20,100	20,100	0	No Major Variances.
	<b>23,525</b>	<b>22,525</b>	<b>(1,000)</b>	
<b>Property Services</b>				
Employee	597,381	611,243	13,862	Employee costs - back pay and overtime.
Premises	2,040	5,671	3,631	Corporate unbudgeted R&M costs.
Transport	29,850	29,900	50	No Major Variances.
Supplies and Services	20,261	17,473	(2,788)	Material purchases and other minor variances.
Capital Financing	16,354	16,354	0	No Major Variances.
Income	0	(282)	(282)	Insurance compensation.
	<b>665,886</b>	<b>680,359</b>	<b>14,473</b>	
<b>Estates</b>				
Employee	250,040	158,237	(91,803)	(£96,653) Employee vacancies partially offset by ESPO contract for consultancy. £4,850 Training and Subs to professional bodies.
Premises	5,840	5,957	117	No Major Variances.
Transport	4,000	1,083	(2,917)	Travelling costs reduced due to uptake in use of Electric Vehicles.
Supplies and Services	25,600	80,010	54,410	£9,000 Other Professional Fees - Asset revaluations. £45,200 ESPO Consultancy Fees.
Capital Salaries	(1,800)	(1,800)	0	No Major Variances.
Income	(2,780)	(6,270)	(3,490)	Additional admin fee income.
	<b>280,900</b>	<b>237,217</b>	<b>(43,683)</b>	
<b>Admin Buildings</b>				
Premises	561,232	608,474	47,242	(£23,847) Utilities. £90,746 Repairs & Maintenance - however £37,918 lift repairs to be funded by reserves. (£9,539) Contract Cleaning and (£10,118) Business Rates.
Supplies and Services	35,764	24,936	(10,828)	(£14,750) Health and Safety offset by £3,922 minor variances.
Transfer Payments	149,849	248,649	98,800	Increased service charge costs for NNDC share of admin buildings, due to changes in building tenancies and floor areas being re-adjusted.
Capital Financing	30,487	30,487	0	No Major Variances.
Income	(467,356)	(513,805)	(46,449)	See <b>Note A</b> Below:
	<b>309,976</b>	<b>398,741</b>	<b>88,765</b>	
<b>Note A:</b> £56,643 Decrease in External service charge and Insurance Recovery income and (£98,800) increase in NNDC share of service charge income, this is due to upcoming tenant changes and floor areas being re-adjusted. (£4,292) Rental Income.				

	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>Corporate Finance</b>				
Employee	581,559	565,111	(16,448)	(£19,557) Vacant Chief Technical Accountant. £3,687 back pay for pay award.
Transport	1,044	550	(494)	Lump sum budgeted for but not payable.
Supplies and Services	32,008	97,684	65,676	(£2,100) Other Professional Fees. £58,092 Agency Fees. £4,379 Computer Costs. £3,942 Subscriptions.
Capital Financing	13,631	13,631	0	No Major Variances.
	<b>628,242</b>	<b>676,976</b>	<b>48,734</b>	
<b>Insurance &amp; Risk Management</b>				
Employee	58,150	57,376	(774)	No Major Variances.
Transport	11,670	11,338	(332)	No Major Variances.
Supplies and Services	154,010	148,207	(5,803)	Mainly in relation to All Risks Insurance and Public Liability.
	<b>223,830</b>	<b>216,921</b>	<b>(6,909)</b>	
<b>Internal Audit</b>				
Supplies and Services	90,846	78,147	(12,699)	Audit Fees.
	<b>90,846</b>	<b>78,147</b>	<b>(12,699)</b>	
<b>Playgrounds</b>				
Premises	31,450	31,455	5	No Major Variances.
Supplies and Services	63,237	63,237	0	No Major Variances.
	<b>94,687</b>	<b>94,692</b>	<b>5</b>	
<b>Chalets/Beach Huts</b>				
Premises	37,158	32,314	(4,844)	(£7,387) Business rates offset by £2,338 Repairs and Maintenance.
Supplies and Services	20,200	16,955	(3,245)	(£3,000) Equipment Purchases, (£2,500) Marketing, offset by £2,255 other minor variances.
Capital Financing	4,530	4,530	0	No Major Variances.
Income	(332,000)	(290,000)	42,000	Income below budget due to the transition of the weekly let units to leases, this commenced in June following the end of the winter block booking.
	<b>(270,112)</b>	<b>(236,201)</b>	<b>33,911</b>	
<b>Amenity Lighting</b>				
Premises	43,221	48,430	5,209	£6,900 Repairs and Maintenance offset by (£1,691) Electricity.
	<b>43,221</b>	<b>48,430</b>	<b>5,209</b>	
<b>Community Centres</b>				
Premises	11,280	8,920	(2,360)	Repairs and Maintenance.
Capital Financing	1,460	1,460	0	No Major Variances.
	<b>12,740</b>	<b>10,380</b>	<b>(2,360)</b>	
<b>Cromer Pier</b>				
Premises	155,590	157,192	1,602	(£2,865) Repairs and Maintenance offset by other minor variances.
Supplies and Services	21,000	21,800	800	No Major Variances.
Capital Financing	72,849	72,849	0	No Major Variances.
Income	0	(108)	(108)	Pier donation income.
	<b>249,439</b>	<b>251,733</b>	<b>2,294</b>	

	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>Public Conveniences</b>				
Premises	775,800	741,493	(34,307)	£5,438 Utilities, £7,000 Repairs and Maintenance, (£37,230) Rent/Hire of Buildings and (£9,638) Business Rates.
Supplies and Services	41,100	19,728	(21,372)	(£22,100) Health and Safety, (£2,500) Material purchases offset by £3,228 Legionella Surveys.
Transfer Payments	17,224	13,448	(3,776)	Decreased service charge costs for NNDC share of Rocket House.
Capital Financing	139,989	139,989	0	No Major Variances.
Income	0	(1,650)	(1,650)	Vandalism reimbursement.
	<b>974,113</b>	<b>913,008</b>	<b>(61,105)</b>	
<b>Investment Properties</b>				
Premises	217,342	210,701	(6,641)	(£8,843) Repairs and Maintenance. (£1,547) Business Rates. £3,749 Utilities and Insurance.
Supplies and Services	2,079	6,177	4,098	Consultancy Fees (26 Louden Road) and Other Professional Fees (Rocket House).
Capital Financing	111,696	111,696	0	No Major Variances.
Income	(221,927)	(206,683)	15,244	Reduction in rental income.
	<b>109,190</b>	<b>121,891</b>	<b>12,701</b>	
<b>Central Costs</b>				
Employee	35,500	47,870	12,370	£8,612 National Insurance - Apprenticeship Levy. £3,758 Subs to Professional Bodies.
Supplies and Services	15,500	10,085	(5,415)	Other Professional Fees.
	<b>51,000</b>	<b>57,955</b>	<b>6,955</b>	
<b>Corporate &amp; Democratic Core</b>				
Employee	437	438	1	No Major Variances.
Transport	100	0	(100)	No Major Variances.
Supplies and Services	491,415	572,564	81,149	£61,812 LGR Contributions, £22,829 Subscriptions, £8,970 Bank Charges and £2,201 Licences offset by (£10,000) Other Professional Fees, (£5,250) Treasury brokerage fees.
Transfer Payments	0	1,500	1,500	Interest costs.
Income	0	(69,199)	(69,199)	MHCLG Audit Grant Income.
	<b>491,952</b>	<b>505,303</b>	<b>13,351</b>	
<b>AD Finance, Assets and Revenues</b>				
Employee	94,103	86,118	(7,985)	£3,404 Employee Costs. (£11,392) Accrual entered onto the system when invoice paid last year in relation to Training.
Transport	1,219	1,896	677	No Major Variances.
Supplies and Services	160	1,065	905	No Major Variances.
	<b>95,482</b>	<b>89,079</b>	<b>(6,403)</b>	
<b>Total Finance Assets and Revenues</b>	<b>4,313,733</b>	<b>4,775,412</b>	<b>461,679</b>	

**General Fund Budget Monitoring P10 2025/26**  
**Resources Directorate**  
**Sustainable Growth**

	Updated Budget 2025/26	Full Year Forecast P10 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
<b>Economic Growth</b>				
Employee	700	470	(230)	No Major Variances.
Premises	5,180	5,180	0	No Major Variances.
Supplies and Services	375,697	373,802	(1,895)	No Major Variances.
Capital Financing	47,792	47,792	0	No Major Variances.
Income	(330,302)	(335,302)	(5,000)	Insurance recharge.
	<b>99,067</b>	<b>91,942</b>	<b>(7,125)</b>	
<b>Tourism</b>				
Supplies and Services	60,105	92,000	31,895	£30,000 Visit North Norfolk reserve funded contribution.
	<b>60,105</b>	<b>92,000</b>	<b>31,895</b>	
<b>Coast Protection</b>				
Employee	356,548	356,548	0	No Major Variances.
Premises	156,038	205,077	49,039	£40,000 reactive coastal works funded from reserves. £9,039 Business rates for compounds.
Transport	944	944	0	No Major Variances.
Supplies and Services	64,950	29,000	(35,950)	(£32,450) Contribution no longer payable. (£3,500) Other fees & charges.
Capital Financing	503,880	503,880	0	No Major Variances.
Capital Salaries	(331,748)	(331,748)	0	No Major Variances.
	<b>750,612</b>	<b>763,701</b>	<b>13,089</b>	
<b>Business Growth Staffing</b>				
Employee	243,910	298,910	55,000	Saving not met as grant extended 1 year
Transport	5,376	5,026	(350)	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	<b>249,386</b>	<b>304,036</b>	<b>54,650</b>	
<b>Housing Strategy</b>				
Employee	135,187	108,033	(27,154)	Vacant post.
Transport	1,644	1,144	(500)	No Major Variances.
Supplies and Services	11,000	6,050	(4,950)	No Major Variances.
Capital Financing	761,647	761,647	0	No Major Variances.
	<b>909,478</b>	<b>876,874</b>	<b>(32,604)</b>	
<b>Environmental Strategy</b>				
Employee	169,823	145,628	(24,195)	Reduced hours & vacant post.
Transport	1,146	846	(300)	No Major Variances.
Supplies and Services	71,050	5,450	(65,600)	(£65,000) Professional fees - reserve funded.
Income	(42,391)	(42,391)	0	No Major Variances.
	<b>199,628</b>	<b>109,533</b>	<b>(90,095)</b>	
<b>Coastal Management</b>				
Employee	315,878	261,610	(54,268)	(£57,459) Vacant posts. £3,500 Additional standby payments.
Transport	11,163	8,275	(2,888)	No Major Variances.
Supplies and Services	33,252	32,852	(400)	No Major Variances.
Income	(69,057)	(43,885)	25,172	External funding to cover one of the above vacant posts.
	<b>291,236</b>	<b>258,852</b>	<b>(32,384)</b>	
<b>Ad Sustainable Growth</b>				
Employee	94,934	97,612	2,678	No Major Variances.
Transport	1,944	1,944	0	No Major Variances.
Supplies and Services	200	200	0	No Major Variances.
	<b>97,078</b>	<b>99,756</b>	<b>2,678</b>	
<b>Total Sustainable Growth</b>	<b>2,656,590</b>	<b>2,596,694</b>	<b>(59,896)</b>	
<b>Total Resources Directorate</b>	<b>6,970,323</b>	<b>7,372,106</b>	<b>401,783</b>	

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## General Fund Budget Monitoring P10 2025/26

## Service Delivery Directorate

## Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26	Full Year Forecast P10 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
<b>Internal Drainage Board Levies</b>				
Premises	576,672	576,672	0	No Major Variances.
Income	0	(49,000)	(49,000)	IDB levies grant from MHCLG.
	<b>576,672</b>	<b>527,672</b>	<b>(49,000)</b>	
<b>Travellers</b>				
Premises	6,959	6,959	0	No Major Variances.
Supplies and Services	57,700	57,700	0	No Major Variances.
Capital Financing	6,104	6,104	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	<b>69,763</b>	<b>69,763</b>	<b>0</b>	
<b>Public Protection</b>				
Employee	624,367	559,027	(65,340)	Vacant posts - recruited from September 2025.
Transport	13,994	13,994	0	No Major Variances.
Supplies and Services	46,660	72,572	25,912	Agency staffing.
Income	(255,358)	(255,358)	0	No Major Variances.
	<b>429,663</b>	<b>390,235</b>	<b>(39,428)</b>	To note - there are kennelling costs associated with an enforcement case which could nullify this underspend with this service.
<b>Street Signage</b>				
Supplies and Services	10,000	10,000	0	No Major Variances.
	<b>10,000</b>	<b>10,000</b>	<b>0</b>	
<b>Environmental Protection</b>				
Employee	606,094	589,503	(16,591)	Vacant post.
Transport	22,040	22,040	0	No Major Variances.
Supplies and Services	75,720	75,720	0	No Major Variances.
Capital Financing	37,620	37,620	0	No Major Variances.
Income	(41,500)	(41,500)	0	No Major Variances.
	<b>699,974</b>	<b>683,383</b>	<b>(16,591)</b>	
<b>Environmental Contracts</b>				
Employee	386,041	386,041	0	No Major Variances.
Transport	12,444	12,444	0	No Major Variances.
Supplies and Services	1,275	1,275	0	No Major Variances.
	<b>399,760</b>	<b>399,760</b>	<b>0</b>	
<b>Corporate H&amp;S</b>				
Employee	90,573	95,641	5,068	Employee spend higher than budget due to grading changes and unbudgeted costs to cover another service.
Transport	600	300	(300)	No Major Variances.
Supplies and Services	2,250	750	(1,500)	No Major Variances.
Income	(26,500)	(6,000)	20,500	Fee income not met due to covering another service.
	<b>66,923</b>	<b>90,691</b>	<b>23,768</b>	
<b>Markets</b>				
Employee	5,458	5,458	0	No Major Variances.
Premises	22,138	22,138	0	No Major Variances.
Supplies and Services	4,150	4,150	0	No Major Variances.
Income	(40,000)	(35,000)	5,000	Reduced market pitch fee income.
	<b>(8,254)</b>	<b>(3,254)</b>	<b>5,000</b>	
<b>Parks &amp; Open Spaces</b>				
Premises	275,240	265,240	(10,000)	R&M budgets not spent.
Supplies and Services	66,000	66,000	0	No Major Variances.
Capital Financing	1,368	1,368	0	No Major Variances.
Income	(8,250)	(8,250)	0	No Major Variances.
	<b>334,358</b>	<b>324,358</b>	<b>(10,000)</b>	
<b>Foreshore</b>				
Employee	20,129	24,310	4,181	Annualised hours paid for staff leaver.
Premises	45,701	45,701	0	No Major Variances.
Transport	700	700	0	No Major Variances.
Supplies and Services	2,300	2,300	0	No Major Variances.
	<b>68,830</b>	<b>73,011</b>	<b>4,181</b>	
<b>Leisure Complexes</b>				
Premises	141,923	145,923	4,000	Electricity costs at Cromer Sports centre.
Supplies and Services	5,510	5,510	0	No Major Variances.
Capital Financing	587,211	587,211	0	No Major Variances.
Income	(140,256)	(140,256)	0	No Major Variances.
	<b>594,388</b>	<b>598,388</b>	<b>4,000</b>	

## General Fund Budget Monitoring P10 2025/26

## Service Delivery Directorate

## Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26	Full Year Forecast P10 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
<b>Other Sports</b>				
Premises	11,110	11,110	0	No Major Variances.
Supplies and Services	32,800	32,800	0	No Major Variances.
Income	(8,700)	(8,700)	0	No Major Variances.
	<b>35,210</b>	<b>35,210</b>	<b>0</b>	
<b>Recreation Grounds</b>				
Premises	7,200	7,200	0	No Major Variances.
Supplies and Services	7,300	7,300	0	No Major Variances.
Capital Financing	6,046	6,046	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	<b>19,546</b>	<b>19,546</b>	<b>0</b>	
<b>Pier Pavilion</b>				
Premises	3,000	3,000	0	No Major Variances.
Capital Financing	20,286	20,286	0	No Major Variances.
Income	(10,000)	(22,929)	(12,929)	Higher profit share due.
	<b>13,286</b>	<b>357</b>	<b>(12,929)</b>	
<b>Beach Safety</b>				
Premises	2,750	2,750	0	No Major Variances.
Supplies and Services	372,283	375,830	3,547	Higher management fee for the RNLI Lifeguarding contract.
	<b>375,033</b>	<b>378,580</b>	<b>3,547</b>	
<b>Woodlands Management</b>				
Employee	194,722	183,810	(10,912)	Vacant post.
Premises	52,831	52,831	0	No Major Variances.
Transport	25,076	25,076	0	No Major Variances.
Supplies and Services	21,450	21,450	0	No Major Variances.
Capital Financing	5,449	5,449	0	No Major Variances.
Income	(69,960)	(69,960)	0	No Major Variances.
	<b>229,568</b>	<b>218,656</b>	<b>(10,912)</b>	
<b>Waste Collection And Disposal</b>				
Supplies and Services	6,112,401	6,095,401	(17,000)	Lower costs for commercial waste disposal.
Capital Financing	764,192	764,192	0	No Major Variances.
Income	(4,981,482)	(5,051,482)	(70,000)	(£40,000) Additional fee income from Bulky Waste collections and a further (£30,000) for Garden bin fees which includes collection of arrears and offset by write offs.
	<b>1,895,111</b>	<b>1,808,111</b>	<b>(87,000)</b>	
<b>Cleansing</b>				
Supplies and Services	1,099,500	1,099,500	0	No Major Variances.
Income	(90,400)	(90,400)	0	No Major Variances.
	<b>1,009,100</b>	<b>1,009,100</b>	<b>0</b>	
<b>Leisure</b>				
Employee	179,456	167,760	(11,696)	Staff member on long term sick leave.
Transport	5,332	5,332	0	No Major Variances.
Supplies and Services	27,550	28,900	1,350	Higher subscription costs.
	<b>212,338</b>	<b>201,992</b>	<b>(10,346)</b>	
<b>Community Safety</b>				
Employee	8,886	8,886	0	No Major Variances.
Transport	500	500	0	No Major Variances.
Supplies and Services	5,000	5,000	0	No Major Variances.
	<b>14,386</b>	<b>14,386</b>	<b>0</b>	
<b>Civil Contingencies</b>				
Employee	89,173	89,173	0	No Major Variances.
Transport	944	944	0	No Major Variances.
Supplies and Services	5,690	5,690	0	No Major Variances.
	<b>95,807</b>	<b>95,807</b>	<b>0</b>	
<b>Ad Environmental &amp; Leisure Svcs</b>				
Employee	99,402	99,402	0	No Major Variances.
Transport	1,744	1,744	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	<b>101,246</b>	<b>101,246</b>	<b>0</b>	
	<b>7,242,708</b>	<b>7,046,998</b>	<b>(195,710)</b>	

## General Fund Budget Monitoring P10 2025/26

## Service Delivery Directorate

## People Services

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>Benefits Administration</b>				
Employee	1,162,567	1,127,913	(34,654)	In-year savings relating to secondments and vacant posts.
Transport	2,832	2,675	(157)	In-year savings relating to secondments and vacant posts.
Supplies and Services	56,350	56,350	0	No Major Variances.
Capital Financing	31,700	31,700	0	No Major Variances.
Income	(272,366)	(272,366)	0	No Major Variances.
	<b>981,083</b>	<b>946,272</b>	<b>(34,811)</b>	
<b>Homelessness</b>				
Premises	130,594	130,594	0	No Major Variances.
Supplies and Services	949,658	949,658	0	No Major Variances.
Capital Financing	83,963	83,963	0	No Major Variances.
Income	(1,747,767)	(1,747,767)	0	No Major Variances.
	<b>(583,552)</b>	<b>(583,552)</b>	<b>0</b>	
<b>Housing Options</b>				
Employee	826,240	826,240	0	No Major Variances.
Transport	5,000	5,000	0	No Major Variances.
Supplies and Services	4,144	4,144	0	No Major Variances.
	<b>835,384</b>	<b>835,384</b>	<b>0</b>	
<b>Community</b>				
Employee	959,971	959,971	0	No Major Variances.
Transport	15,713	15,713	0	No Major Variances.
Supplies and Services	124,555	124,555	0	No Major Variances.
Capital Financing	0	0	0	No Major Variances.
Capital Salaries	(281,360)	(281,360)	0	No Major Variances.
Income - Capital Salaries	(233,512)	(233,512)	0	No Major Variances.
	<b>585,367</b>	<b>585,367</b>	<b>0</b>	
<b>Ad People Services</b>				
Employee	77,607	77,607	0	No Major Variances.
Transport	1,194	1,194	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	<b>78,901</b>	<b>78,901</b>	<b>0</b>	
<b>Total People Services</b>	<b>1,897,183</b>	<b>1,862,372</b>	<b>(34,811)</b>	

**General Fund Budget Monitoring P10 2025/26**  
**Service Delivery Directorate**  
**Planning**

Subjective Description	Updated Budget 2025/26	Full Year Forecast P10 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
<b>Development Management</b>				
Employee	1,393,059	1,409,769	16,710	£34,269 Saving not met. £1,100 Leavers pay. (£9,422) Pension opt out. (£4,950) Supplement.
Transport	25,880	24,380	(1,500)	(£1,000) Reduced mileage claims due to use of EV vehicles.
Supplies and Services	57,750	100,190	42,440	£28,000 Compensation payments. £20,000 Legal fee's. (£5,000) Professional Fees.
Capital Financing Income	76,501 (1,077,500)	76,501 (1,302,500)	0 (225,000)	No Major Variances. (£300,000) Increased income due to large planning sites. £75,000 Grant not received.
	<b>475,690</b>	<b>308,340</b>	<b>(167,350)</b>	
<b>Planning Policy</b>				
Employee	397,744	373,996	(23,748)	Reduced hours post.
Transport	7,108	6,674	(434)	No Major Variances.
Supplies and Services	117,200	37,700	(79,500)	(£61,000) Local plan spend reserve funded. (£19,700) Professional Fees.
	<b>522,052</b>	<b>418,370</b>	<b>(103,682)</b>	
<b>Conservation, Design &amp; Landscape</b>				
Employee	344,405	335,885	(8,520)	(£5,020) Pension contributions. (£3,500) Reduced hours post.
Transport	7,909	7,909	0	No Major Variances.
Supplies and Services	31,350	23,850	(7,500)	(£7,500) Contribution not payable.
	<b>383,664</b>	<b>367,644</b>	<b>(16,020)</b>	
<b>Building Control</b>				
Employee	547,287	559,452	12,165	£14,196 Extended trainee costs. (£2,000) Training.
Transport	18,764	17,064	(1,700)	Travel allowance
Supplies and Services	14,270	7,020	(7,250)	(£4,000) Subscriptions. (£2,000) Professional fees. (£1,000) Licences
Income	(517,642)	(473,642)	44,000	Delay in forecast fee income due to application process.
	<b>62,679</b>	<b>109,894</b>	<b>47,215</b>	
<b>Planning Enforcement Team</b>				
Employee	237,783	248,383	10,600	No Major Variances.
Transport	8,219	6,219	(2,000)	Reduced mileage claims due to use of EV vehicles.
Supplies and Services	4,650	850	(3,800)	(£2,000) Computer Software. (£1,700) Professional Fees.
	<b>250,652</b>	<b>255,452</b>	<b>4,800</b>	
<b>Property Information</b>				
Employee	131,690	131,690	0	No Major Variances.
Transport	100	100	0	No Major Variances.
Supplies and Services	97,790	97,790	0	No Major Variances.
Income	(178,450)	(178,450)	0	No Major Variances.
	<b>51,130</b>	<b>51,130</b>	<b>0</b>	
<b>Ad Planning</b>				
Employee	127,004	109,759	(17,245)	(£15,000) Training (£4,592) Vacant post. £2,350 New appointment advertising.
Transport	1,325	1,325	0	No Major Variances.
Support Services	(10,000)	(10,000)	0	No Major Variances.
	<b>118,329</b>	<b>101,084</b>	<b>(17,245)</b>	
<b>Total Planning</b>	<b>1,864,196</b>	<b>1,611,914</b>	<b>(252,282)</b>	
<b>Total Service Delivery</b>	<b>11,004,087</b>	<b>10,521,284</b>	<b>(482,803)</b>	

## General Fund Budget Monitoring P10 2025/26

## Service Delivery Directorate

## Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>Internal Drainage Board Levies</b>				
Premises	576,672	576,672	0	No Major Variances.
Income	0	(49,000)	(49,000)	IDB levies grant from MHCLG.
	<b>576,672</b>	<b>527,672</b>	<b>(49,000)</b>	
<b>Travellers</b>				
Premises	6,959	6,959	0	No Major Variances.
Supplies and Services	57,700	57,700	0	No Major Variances.
Capital Financing	6,104	6,104	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	<b>69,763</b>	<b>69,763</b>	<b>0</b>	
<b>Public Protection</b>				
Employee	624,367	559,027	(65,340)	Vacant posts - recruited from September 2025.
Transport	13,994	13,994	0	No Major Variances.
Supplies and Services	46,660	72,572	25,912	Agency staffing.
Income	(255,358)	(255,358)	0	No Major Variances.
	<b>429,663</b>	<b>390,235</b>	<b>(39,428)</b>	To note - there are kennelling costs associated with an enforcement case which could nullify this underspend with this service.
<b>Street Signage</b>				
Supplies and Services	10,000	10,000	0	No Major Variances.
	<b>10,000</b>	<b>10,000</b>	<b>0</b>	
<b>Environmental Protection</b>				
Employee	606,094	589,503	(16,591)	Vacant post.
Transport	22,040	22,040	0	No Major Variances.
Supplies and Services	75,720	75,720	0	No Major Variances.
Capital Financing	37,620	37,620	0	No Major Variances.
Income	(41,500)	(41,500)	0	No Major Variances.
	<b>699,974</b>	<b>683,383</b>	<b>(16,591)</b>	
<b>Environmental Contracts</b>				
Employee	386,041	386,041	0	No Major Variances.
Transport	12,444	12,444	0	No Major Variances.
Supplies and Services	1,275	1,275	0	No Major Variances.
	<b>399,760</b>	<b>399,760</b>	<b>0</b>	
<b>Corporate H&amp;S</b>				
Employee	90,573	95,641	5,068	Employee spend higher than budget due to grading changes and unbudgeted costs to cover another service.
Transport	600	300	(300)	No Major Variances.
Supplies and Services	2,250	750	(1,500)	No Major Variances.
Income	(26,500)	(6,000)	20,500	Fee income not met due to covering another service.
	<b>66,923</b>	<b>90,691</b>	<b>23,768</b>	
<b>Markets</b>				
Employee	5,458	5,458	0	No Major Variances.
Premises	22,138	22,138	0	No Major Variances.
Supplies and Services	4,150	4,150	0	No Major Variances.
Income	(40,000)	(35,000)	5,000	Reduced market pitch fee income.
	<b>(8,254)</b>	<b>(3,254)</b>	<b>5,000</b>	
<b>Parks &amp; Open Spaces</b>				
Premises	275,240	265,240	(10,000)	R&M budgets not spent.
Supplies and Services	66,000	66,000	0	No Major Variances.
Capital Financing	1,368	1,368	0	No Major Variances.
Income	(8,250)	(8,250)	0	No Major Variances.
	<b>334,358</b>	<b>324,358</b>	<b>(10,000)</b>	
<b>Foreshore</b>				
Employee	20,129	24,310	4,181	Annualised hours paid for staff leaver.
Premises	45,701	45,701	0	No Major Variances.
Transport	700	700	0	No Major Variances.
Supplies and Services	2,300	2,300	0	No Major Variances.
	<b>68,830</b>	<b>73,011</b>	<b>4,181</b>	
<b>Leisure Complexes</b>				
Premises	141,923	145,923	4,000	Electricity costs at Cromer Sports centre.
Supplies and Services	5,510	5,510	0	No Major Variances.
Capital Financing	587,211	587,211	0	No Major Variances.
Income	(140,256)	(140,256)	0	No Major Variances.
	<b>594,388</b>	<b>598,388</b>	<b>4,000</b>	

## General Fund Budget Monitoring P10 2025/26

## Service Delivery Directorate

## Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
<b>Other Sports</b>				
Premises	11,110	11,110	0	No Major Variances.
Supplies and Services	32,800	32,800	0	No Major Variances.
Income	(8,700)	(8,700)	0	No Major Variances.
	<b>35,210</b>	<b>35,210</b>	<b>0</b>	
<b>Recreation Grounds</b>				
Premises	7,200	7,200	0	No Major Variances.
Supplies and Services	7,300	7,300	0	No Major Variances.
Capital Financing	6,046	6,046	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	<b>19,546</b>	<b>19,546</b>	<b>0</b>	
<b>Pier Pavilion</b>				
Premises	3,000	3,000	0	No Major Variances.
Capital Financing	20,286	20,286	0	No Major Variances.
Income	(10,000)	(22,929)	(12,929)	Higher profit share due.
	<b>13,286</b>	<b>357</b>	<b>(12,929)</b>	
<b>Beach Safety</b>				
Premises	2,750	2,750	0	No Major Variances.
Supplies and Services	372,283	375,830	3,547	Higher management fee for the RNLI Lifeguarding contract.
	<b>375,033</b>	<b>378,580</b>	<b>3,547</b>	
<b>Woodlands Management</b>				
Employee	194,722	183,810	(10,912)	Vacant post.
Premises	52,831	52,831	0	No Major Variances.
Transport	25,076	25,076	0	No Major Variances.
Supplies and Services	21,450	21,450	0	No Major Variances.
Capital Financing	5,449	5,449	0	No Major Variances.
Income	(69,960)	(69,960)	0	No Major Variances.
	<b>229,568</b>	<b>218,656</b>	<b>(10,912)</b>	
<b>Waste Collection And Disposal</b>				
Supplies and Services	6,112,401	6,095,401	(17,000)	Lower costs for commercial waste disposal.
Capital Financing	764,192	764,192	0	No Major Variances.
Income	(4,981,482)	(5,051,482)	(70,000)	(£40,000) Additional fee income from Bulky Waste collections and a further (£30,000) for Garden bin fees which includes collection of arrears and offset by write offs.
	<b>1,895,111</b>	<b>1,808,111</b>	<b>(87,000)</b>	
<b>Cleansing</b>				
Supplies and Services	1,099,500	1,099,500	0	No Major Variances.
Income	(90,400)	(90,400)	0	No Major Variances.
	<b>1,009,100</b>	<b>1,009,100</b>	<b>0</b>	
<b>Leisure</b>				
Employee	179,456	167,760	(11,696)	Staff member on long term sick leave.
Transport	5,332	5,332	0	No Major Variances.
Supplies and Services	27,550	28,900	1,350	Higher subscription costs.
	<b>212,338</b>	<b>201,992</b>	<b>(10,346)</b>	
<b>Community Safety</b>				
Employee	8,886	8,886	0	No Major Variances.
Transport	500	500	0	No Major Variances.
Supplies and Services	5,000	5,000	0	No Major Variances.
	<b>14,386</b>	<b>14,386</b>	<b>0</b>	
<b>Civil Contingencies</b>				
Employee	89,173	89,173	0	No Major Variances.
Transport	944	944	0	No Major Variances.
Supplies and Services	5,690	5,690	0	No Major Variances.
	<b>95,807</b>	<b>95,807</b>	<b>0</b>	
<b>Ad Environmental &amp; Leisure Svcs</b>				
Employee	99,402	99,402	0	No Major Variances.
Transport	1,744	1,744	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	<b>101,246</b>	<b>101,246</b>	<b>0</b>	
	<b>7,242,708</b>	<b>7,046,998</b>	<b>(195,710)</b>	

**General Fund Budget Monitoring P10 2025/26**  
**Service Delivery Directorate**  
**People Services**

<b>Subjective Description</b>	<b>Updated Budget 2025/26</b>	<b>Full Year Forecast P10 2025/26</b>	<b>Variance 2025/26</b>	<b>Variance Explanation</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Benefits Administration</b>				
Employee	1,162,567	1,127,913	(34,654)	In-year savings relating to secondments and vacant posts.
Transport	2,832	2,675	(157)	In-year savings relating to secondments and vacant posts.
Supplies and Services	56,350	56,350	0	No Major Variances.
Capital Financing	31,700	31,700	0	No Major Variances.
Income	(272,366)	(272,366)	0	No Major Variances.
	<b>981,083</b>	<b>946,272</b>	<b>(34,811)</b>	
<b>Homelessness</b>				
Premises	130,594	130,594	0	No Major Variances.
Supplies and Services	949,658	949,658	0	No Major Variances.
Capital Financing	83,963	83,963	0	No Major Variances.
Income	(1,747,767)	(1,747,767)	0	No Major Variances.
	<b>(583,552)</b>	<b>(583,552)</b>	<b>0</b>	
<b>Housing Options</b>				
Employee	826,240	826,240	0	No Major Variances.
Transport	5,000	5,000	0	No Major Variances.
Supplies and Services	4,144	4,144	0	No Major Variances.
	<b>835,384</b>	<b>835,384</b>	<b>0</b>	
<b>Community</b>				
Employee	959,971	959,971	0	No Major Variances.
Transport	15,713	15,713	0	No Major Variances.
Supplies and Services	124,555	124,555	0	No Major Variances.
Capital Financing	0	0	0	No Major Variances.
Capital Salaries	(281,360)	(281,360)	0	No Major Variances.
Income - Capital Salaries	(233,512)	(233,512)	0	No Major Variances.
	<b>585,367</b>	<b>585,367</b>	<b>0</b>	
<b>Ad People Services</b>				
Employee	77,607	77,607	0	No Major Variances.
Transport	1,194	1,194	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	<b>78,901</b>	<b>78,901</b>	<b>0</b>	
<b>Total People Services</b>	<b>1,897,183</b>	<b>1,862,372</b>	<b>(34,811)</b>	

**General Fund Budget Monitoring P10 2025/26**  
**Service Delivery Directorate**  
**Planning**

<b>Subjective Description</b>	<b>Updated Budget 2025/26</b>	<b>Full Year Forecast P10 2025/26</b>	<b>Variance 2025/26</b>	<b>Variance Explanation</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Development Management</b>				
Employee	1,393,059	1,409,769	16,710	£34,269 Saving not met. £1,100 Leavers pay. (£9,422) Pension opt out. (£4,950) Supplement.
Transport	25,880	24,380	(1,500)	(£1,000) Reduced mileage claims due to use of EV vehicles.
Supplies and Services	57,750	100,190	42,440	£28,000 Compensation payments. £20,000 Legal fee's. (£5,000) Professional Fees.
Capital Financing Income	76,501 (1,077,500)	76,501 (1,302,500)	0 (225,000)	0 No Major Variances. (£300,000) Increased income due to large planning sites. £75,000 Grant not received.
	<b>475,690</b>	<b>308,340</b>	<b>(167,350)</b>	
<b>Planning Policy</b>				
Employee	397,744	373,996	(23,748)	Reduced hours post.
Transport	7,108	6,674	(434)	No Major Variances.
Supplies and Services	117,200	37,700	(79,500)	(£61,000) Local plan spend reserve funded. (£19,700) Professional Fees.
	<b>522,052</b>	<b>418,370</b>	<b>(103,682)</b>	
<b>Conservation, Design &amp; Landscape</b>				
Employee	344,405	335,885	(8,520)	(£5,020) Pension contributions. (£3,500) Reduced hours post.
Transport	7,909	7,909	0	No Major Variances.
Supplies and Services	31,350	23,850	(7,500)	(£7,500) Contribution not payable.
	<b>383,664</b>	<b>367,644</b>	<b>(16,020)</b>	
<b>Building Control</b>				
Employee	547,287	559,452	12,165	£14,196 Extended trainee costs. (£2,000) Training.
Transport	18,764	17,064	(1,700)	Travel allowance
Supplies and Services	14,270	7,020	(7,250)	(£4,000) Subscriptions. (£2,000) Professional fees. (£1,000) Licences
Income	(517,642)	(473,642)	44,000	Delay in forecast fee income due to application process.
	<b>62,679</b>	<b>109,894</b>	<b>47,215</b>	
<b>Planning Enforcement Team</b>				
Employee	237,783	248,383	10,600	No Major Variances.
Transport	8,219	6,219	(2,000)	Reduced mileage claims due to use of EV vehicles.
Supplies and Services	4,650	850	(3,800)	(£2,000) Computer Software. (£1,700) Professional Fees.
	<b>250,652</b>	<b>255,452</b>	<b>4,800</b>	
<b>Property Information</b>				
Employee	131,690	131,690	0	No Major Variances.
Transport	100	100	0	No Major Variances.
Supplies and Services	97,790	97,790	0	No Major Variances.
Income	(178,450)	(178,450)	0	No Major Variances.
	<b>51,130</b>	<b>51,130</b>	<b>0</b>	
<b>Ad Planning</b>				
Employee	127,004	109,759	(17,245)	(£15,000) Training (£4,592) Vacant post. £2,350 New appointment advertising.
Transport	1,325	1,325	0	No Major Variances.
Support Services	(10,000)	(10,000)	0	No Major Variances.
	<b>118,329</b>	<b>101,084</b>	<b>(17,245)</b>	

General Fund Budget Monitoring P10 2025/26  
 Service Delivery Directorate  
 Planning

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
Total Planning	1,864,196	1,611,914	(252,282)	
Total Service Delivery	11,004,087	10,521,284	(482,803)	

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## Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval £	Pre 2025/26 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
<b>Our Greener Future</b>										
Cromer Offices LED Lighting Programme	178,796	172,715	6,081	6,081	0	0	0	0	0	0
Cromer Coast Protection Scheme	19,534,841	18,438,774	1,096,067	1,037,656	58,411	0	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	76,664	13,336	0	13,336	0	0	0	0	0
Mundesley Coastal Management Scheme	8,699,998	7,560,192	1,139,806	716,083	423,724	0	0	0	0	0
Coastal Management Fund	950,000	108,250	591,750	11,230	580,520	250,000	0	0	0	0
Coastwise	14,609,914	1,213,564	7,248,638	1,076,427	6,172,212	6,147,712	0	0	0	0
Purchase of Bins	600,000	150,000	178,476	23,774	154,702	150,000	150,000	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	819	64,361	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	163,832	236,168	1,750	234,418	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	1,218	148,782	3,415	145,367	0	0	0	0	0
Coastal Defences	600,000	150,000	150,000	50,845	99,155	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	514,300	0	171,400	15,000	156,400	342,900	0	0	0	0
Waste Vehicles & Food Waste Bins	1,972,750	16,750	1,956,000	0	1,956,000	0	0	0	0	0
Overstrand Seawall Works	1,280,000	0	1,280,000	0	1,280,000	0	0	0	0	0
			<b>14,315,002</b>	<b>2,943,079</b>	<b>11,371,922</b>	<b>7,040,612</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval £	Pre 2025/26 Expenditure £	Updated Budget		Actual Expenditure		Remaining Budget (Forecasted YE spend)				
			2025/26 £	2025/26 £	2025/26 £	2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Budget 2030/31 £
<b>Developing Our Communities</b>											
Public Conveniences (Sheringham & North Walsham)	565,514	542,818	22,696	23,555	(859)	0	0	0	0	0	
Public Conveniences - Albert Street, Holt	370,000	277,998	92,002	74,320	17,682	0	0	0	0	0	
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,384,000	1,086,033	297,967	0	297,967	0	0	0	0	0	
North Walsham 3G Facility	860,000	12,432	847,568	0	847,568	0	0	0	0	0	
Cromer 3G Football Facility	1,000,000	20,859	979,141	684,743	294,398	0	0	0	0	0	
The Reef Leisure Centre	12,861,000	12,608,177	252,823	51,721	201,102	0	0	0	0	0	
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0	
New Play Area (Sheringham, The Lees)	120,000	48,571	71,429	71,889	(460)	0	0	0	0	0	
Fakenham Leisure and Sports Hub (FLASH)	11,630,000	539,514	11,090,486	1,641,861	9,448,625	0	0	0	0	0	
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	16,665	14,825	1,840	0	0	0	0	0	
Holt Country Park Staff Facilities	93,500	89,497	4,003	0	4,003	0	0	0	0	0	
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0	
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0	
Itteringham Shop Roof Renovation	20,000	0	20,000	0	20,000	0	0	0	0	0	
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0	
Public Conveniences Renovation, Holt Country Park	50,000	0	50,000	5,205	44,795	0	0	0	0	0	
Holt Country Park Eco Learning Space	140,000	0	140,000	23,354	116,646	0	0	0	0	0	
Holt Country Park Play Equipment	85,000	0	85,000	0	85,000	0	0	0	0	0	
			<b>14,337,003</b>	<b>2,591,474</b>	<b>11,745,529</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval £	Pre 2025/26 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
<b>Meeting Our Housing Needs</b>										
Disabled Facilities Grants	12,317,266	Annual Programme	2,317,266	920,675	1,396,591	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	2,054,373	1,425,212	629,161	420,000	209,161	0	0	0	0	0
Council Owned Temporary Accommodation	6,346,584	4,762,007	1,584,577	979,800	604,777	0	0	0	0	0
Housing S106 Enabling	2,500,000	1,136,000	1,064,000	0	1,064,000	300,000	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	200,000	140,000	0	0	0	0	0
			<b>6,318,839</b>	<b>2,520,475</b>	<b>3,798,364</b>	<b>2,300,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

## Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval £	Pre 2025/26 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
<b>Investing In Our Local Economy And Infrastructure</b>										
Rocket House	1,077,085	224,638	852,447	164,633	687,814	0	0	0	0	0
Property Acquisitions	710,000	9,133	700,868	3,000	697,868	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	15,242	109,686	0	0	0	0	0
Marrams Building Renovation	50,000	3,487	46,513	0	46,513	0	0	0	0	0
Car Parks Refurbishment	601,000	129,200	411,800	16,826	394,974	60,000	0	0	0	0
Marrams Footpath and Lighting	290,000	52,627	237,373	7,975	229,398	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	165,351	75,138	90,213	74,945	15,269	0	0	0	0	0
UK Shared Prosperity Fund	474,196	399,403	74,793	15,000	59,793	0	0	0	0	0
Rural England Prosperity Fund	1,895,110	1,457,851	437,259	407,537	29,722	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	149,214	786	400	386	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	25,113	29,887	0	0	0	0	0
Collectors Cabin Roof	30,000	375	29,625	15,975	13,650	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	150,000	0	150,000	2,048	147,953	0	0	0	0	0
Weybourne Car Park Improvements	20,000	0	20,000	15,000	5,000	0	0	0	0	0
			<b>3,231,603</b>	<b>763,693</b>	<b>2,467,910</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval £	Pre 2025/26 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
<b>A Strong, Responsible And Accountable Council</b>										
User IT Hardware Refresh	300,000	180,000	60,000	15,037	44,963	60,000	0	0	0	0
New Revenues and Benefits System	200,720	0	200,720	200,000	720	0	0	0	0	0
Customer Services C3 Software	32,600	0	32,600	23,375	9,225	0	0	0	0	0
Property Services Asset Management Database	30,000	0	30,000	13,500	16,500	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	0	40,000	0	40,000	0	0	0	0	0
			<b>363,320</b>	<b>251,912</b>	<b>111,408</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals</b>			<b>38,565,767</b>	<b>9,070,633</b>	<b>29,495,133</b>	<b>9,460,612</b>	<b>2,300,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

2025/26 Capital Programme Financing Table	Budget 2025/26	Actual Expenditure 2025/26	Remaining Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
Grants	24,761,386	6,623,915	18,137,470	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	3,780,000	1,326,443	2,453,557	300,000	0	0	0	0
Reserves	1,438,049	228,623	1,209,426	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0
Capital receipts	2,952,942	576,483	2,376,459	610,000	300,000	0	0	0
Borrowing	5,613,390	300,169	5,313,221	124,300	0	0	0	0
<b>Total</b>	<b>38,565,767</b>	<b>9,070,633</b>	<b>29,495,133</b>	<b>9,460,612</b>	<b>2,300,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

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## Reserves Statement Budget Monitoring P10 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast usage P10 2025/26	Forecast 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	Budgeted Movement 2029/30	Balance 01/04/30
		£	£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>2,825,161</b>	(14,706)	1,298,134	<b>4,123,295</b>	251,276	<b>4,374,571</b>	0	<b>4,374,571</b>	0	<b>4,374,571</b>	0	<b>4,374,571</b>
<b>Earmarked Reserves:</b>													
Capital Projects	To provide funding for capital developments and purchase of major assets.	<b>474,807</b>	(474,807)	(474,807)	<b>(0)</b>	0	<b>(0)</b>	0	<b>(0)</b>	0	<b>(0)</b>	0	<b>(0)</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>427,948</b>	(134,251)	(134,251)	<b>293,697</b>	300,000	<b>593,697</b>	0	<b>593,697</b>	0	<b>593,697</b>	0	<b>593,697</b>
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	<b>727,822</b>	(51,567)	(51,567)	<b>676,255</b>	0	<b>676,255</b>	0	<b>676,255</b>	0	<b>676,255</b>	0	<b>676,255</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>105,085</b>	(19,874)	(19,874)	<b>85,211</b>	0	<b>85,211</b>	0	<b>85,211</b>	0	<b>85,211</b>	0	<b>85,211</b>
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	<b>1,683,890</b>	(18,000)	(18,000)	<b>1,665,890</b>	(18,000)	<b>1,647,890</b>	(18,000)	<b>1,629,890</b>	(18,000)	<b>1,611,890</b>	0	<b>1,611,890</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>219,393</b>	0	0	<b>219,393</b>	0	<b>219,393</b>	0	<b>219,393</b>	0	<b>219,393</b>	0	<b>219,393</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>168,941</b>	0	0	<b>168,941</b>	(160,000)	<b>8,941</b>	0	<b>8,941</b>	0	<b>8,941</b>	0	<b>8,941</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>1,117,423</b>	(609,432)	(544,432)	<b>572,991</b>	(50,000)	<b>522,991</b>	0	<b>522,991</b>	0	<b>522,991</b>	0	<b>522,991</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>178,079</b>	0	(30,000)	<b>148,079</b>	0	<b>148,079</b>	0	<b>148,079</b>	0	<b>148,079</b>	0	<b>148,079</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>123,000</b>	60,000	60,000	<b>183,000</b>	0	<b>183,000</b>	0	<b>183,000</b>	0	<b>183,000</b>	0	<b>183,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	<b>39,884</b>	0	0	<b>39,884</b>	0	<b>39,884</b>	0	<b>39,884</b>	0	<b>39,884</b>	0	<b>39,884</b>
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	<b>668,414</b>	0	0	<b>668,414</b>	0	<b>668,414</b>	0	<b>668,414</b>	0	<b>668,414</b>	0	<b>668,414</b>
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	<b>150,000</b>	0	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>

## Reserves Statement Budget Monitoring P10 2025/26

Reserve	Purpose and Use of Reserve	Balance	Updated	Forecast	Forecast	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/25	Budgeted	usage P10	Balance	Movement	01/04/27	Movement	01/04/28	Movement	01/04/29	Movement	01/04/30
		£	Movement	2025/26	01/04/26	2026/27	£	£	£	£	£	£	£
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	1,616,000	0	0	0	0	0	0	0	0	0	0
Grants	Revenue Grants received and due to timing issues not used in the year.	2,719,520	(95,159)	(211,590)	2,507,930	(83,854)	2,424,076	(19,720)	2,404,356	(20,020)	2,384,336	0	2,384,336
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	1,551,341	(284,460)	(284,460)	1,266,881	(219,959)	1,046,922	(59,513)	987,409	0	987,409	0	987,409
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	593,019	0	0	593,019	0	593,019	0	593,019	0	593,019	0	593,019
Land Charges	To mitigate the impact of potential income reductions.	250,052	0	0	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.	52,914	(4,579)	(4,579)	48,335	0	48,335	0	48,335	0	48,335	0	48,335
Local Government Reorganisation	To provide for costs associated with the implementation of Local Government Reorganisation.	0	0	0	0	750,000	750,000	0	750,000	0	750,000	0	750,000
Major Repairs Reserves	To provide provision for the repair and maintenance of the councils asset portfolio.	456,327	(50,000)	(50,000)	406,327	0	406,327	0	406,327	0	406,327	0	406,327
Net Zero Initiatives	to support the Councils Net Zero programme	384,037	(21,400)	(21,400)	362,637	(278,600)	84,037	0	84,037	0	84,037	0	84,037
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	118,315	(83,763)	(22,763)	95,552	0	95,552	0	95,552	0	95,552	0	95,552
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	98,881	0	0	98,881	0	98,881	0	98,881	0	98,881	0	98,881
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	0	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.	278,433	46,763	46,763	325,196	12,000	337,196	50,000	387,196	50,000	437,196	50,000	487,196
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	699,748	0	(159,205)	540,543	0	540,543	0	540,543	0	540,543	0	540,543
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	515,337	515,337	515,337	285,000	800,337	400,000	1,200,337	400,000	1,600,337	400,000	2,000,337
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	0	300,000	0	300,000	0	300,000	0	300,000	0	300,000
<b>Total Reserves</b>		<b>16,502,000</b>	<b>376,102</b>	<b>(106,694)</b>	<b>16,395,306</b>	<b>787,863</b>	<b>17,183,169</b>	<b>352,767</b>	<b>17,535,936</b>	<b>411,980</b>	<b>17,947,916</b>	<b>450,000</b>	<b>18,397,916</b>

**Budget Monitoring P10  
2025/26 - Savings/Income**

Asst Directorate	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 Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
<b>Service Delivery</b>									
Environmental Health and Leisure	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)	(2,905)	0	Price increases applied and budget achieved.
Environmental Health and Leisure	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)	(65,809)	0	Price increase applied and budget achieved. Showing a surplus at period 4 due to collection of arrears from prior years.
Environmental Health and Leisure	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)	0	Saving met
Environmental Health and Leisure	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)	(42,848)	0	Budgets reduced and current spend is within budget
Environmental Health and Leisure	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)	0	Sampling Assistant post deleted. Review of Ranger job description now encompasses this work.
Environmental Health and Leisure	Environmental Health and Leisure Services	Countryside events	Countryside events.	I	P	(5,000)	(5,000)	0	Events planned
Environmental Health and Leisure	Environmental Health and Leisure Services	Reduced out of hours service	Reduced out of hours service.	S	P	(4,600)	(4,600)	0	Standby budgets reduced and savings met - now operating an EH callout service only on Fridays, Saturdays, Sundays and Bank Holidays.
Environmental Health and Leisure	Environmental Health and Leisure Services	Seasonal Foreshore Service	Seasonal Foreshore Service.	S	P	(14,950)	(14,950)	0	Post deleted
People Services	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)	0	Budgets reduced and current spend is within budget
People Services	People Services	Misc. Savings - Housing Options	Various budget savings totalling £6,659.	S	P	(6,659)	(6,659)	0	Budgets reduced and current spend is within budget
People Services	People Services	Information, Advice and Guidance funding (IAG)	Reduction of funding in IAG budget from £77,323 to £34,000	S	P	(54,323)	(54,323)	0	Budgets reduced and current spend is within budget
People Services	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)	0	Saving met
People Services	People Services	Fixed term contract overheads	Fixed term contract overheads funded from external grant.	S	O	(50,000)	(50,000)	0	Saving met

**Budget Monitoring P10  
2025/26 - Savings/Income**

Asst Directorate	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 Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Planning	Planning	Minor reductions in numerous budget lines	Small scale budget reductions across various budget lines.	S	P	(22,896)	(22,896)	0	Saving met
Planning	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)	0	30,142	Due to delayed implementation of fee increase.
Planning	Planning	Planning Service Budget Resources Review	Review of budget resources within the planning service area.	S	P	(116,951)	(29,351)	87,600	Savings made from 2 of the posts but no restructure has been implemented to date.
Planning	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	75,000	No grant was received in the year.
Planning	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)	0	Saving met
Planning	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)	(500)	0	Saving met
<b>Total Service Delivery</b>						<b>(673,081)</b>	<b>(480,339)</b>	<b>192,742</b>	
<b>Corporate</b>									
Corporate Functions	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)	0	This saving will be achieved and is likely to be a surplus, however, we are predicting that we will be £95,609 under budget due to offsetting Hornbeam Income saving below.
Corporate Functions	Corporate / Car parks	Additional car park income from additional car parks	Charging at Hornbeam Road, opportunities for further car parks	I	P	(100,000)	(1,000)	99,000	Predicting a £95,609 shortfall in car park income overall.
Corporate Functions	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)	0	Saving met
Corporate Functions	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)	(42,220)	11,292	Employee left later than savings were calculated at. This also assumes that the redundancy costs are funded from the reserves.
Corporate Functions	Corporate	Closure of Cromer Tourist Information Centre	Closure of Cromer Tourist Information Centre	S	P	(92,963)	(73,291)	19,672	The Info centre closed a month later than planned, so there are additional staffing costs, as well as ongoing maintenance costs while the property sits empty ready for a tenant to take over. This saving could further reduce depending on length of time the building sits empty.
Legal and Governance	Legal Services	Legal Services	Increase income target by £5,000.	I	O	(5,000)	(5,000)	0	Saving met

**Budget Monitoring P10  
2025/26 - Savings/Income**

Asst Directorate	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 Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Legal and Governance	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)	0	Saving met
<b>Total Corporate Resources</b>						<b>(893,475)</b>	<b>(763,511)</b>	<b>129,964</b>	
Finance, Assets and Revenues	IT Web	Training Budget Saving	Halving the training budget for IT-Web will save £2,500 per year.	S	P	(2,500)	(2,500)	0	Saving met
Finance, Assets and Revenues	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)	0	Saving met
Finance, Assets and Revenues	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)	0	Saving met
Finance, Assets and Revenues	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)	(7,700)	0	Saving met
Finance, Assets and Revenues	ICT Applications	Software Savings	Software savings	S	P	(42,000)	(19,140)	22,860	The savings in relation to Civica Open Revenues and Northgate Assure software have both been met, however the IT Application team are forecasting an overspend of £22,860 in relation to Software, this is mainly due to Concerto cost increasing by £23,360 and two other products (Limehouse Keystone and Esri (UK) - ArcGIS) being purchased by service departments which do not have budget.

**Budget Monitoring P10  
2025/26 - Savings/Income**

Asst Directorate	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 Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Finance, Assets and Revenues	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)	(19,092)	2,638	Additional rental income at North Walsham Industrial estate not forecast to be achieved. Cedars rental increase only going to be around £793 shortfall due to damp issues. £5,000 Other Professional Fee forecast to be achieved. £400 consultancy fees saving not going to be achieved. £206 Itteringham forecast to be achieved.
Finance, Assets and Revenues	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)	(21,100)	16,900	Only £1.100 forecast to be achieved of £8,000 Amenity Lighting saving. £10,000 car park saving forecast to be achieved. £10,000 Cromer Pier forecast not to be achieved. £10,000 Public Conveniences forecast to be achieved.
Finance, Assets and Revenues	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)	0	Saving met
Finance, Assets and Revenues	Public Conveniences	Reduction in various direct cost budgets	Reduction in direct cost budgets.	S	P	(40,000)	(40,000)	0	Saving met
Sustainable Growth	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)	0	Saving met
Sustainable Growth	Sustainable Growth Coastal Management	CPD Training	Reduction in budget for training by £3,000 (from £5,000)	S	P	(3,000)	(3,000)	0	Saving met
Sustainable Growth	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)	0	Saving met
Sustainable Growth	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)	0	Saving met
Sustainable Growth	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)	0	Saving met
Sustainable Growth	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)	0	Saving met
Sustainable Growth	Sustainable Growth	Budget Efficiencies	Review of current resources to deliver efficiency savings.	S	P	(55,000)	0	55,000	Saving wont be met until the 26/27 year due to grant implementation.
<b>Total Resources</b>						<b>(314,205)</b>	<b>(216,807)</b>	<b>97,398</b>	
<b>Total Budgeted Savings</b>						<b>(1,880,761)</b>	<b>(1,460,657)</b>	<b>420,104</b>	

# Agenda Item 9

<b>Treasury Management Q3 Report 2025/26</b>	
<b>Executive Summary</b>	This report sets out the Treasury Management activities undertaken during the third quarter of the 2025/26 Financial Year. This is to give members a regular update on treasury management activities.
<b>Options considered</b>	This report must be prepared to ensure the Council is compliant with the CIPFA Treasury Management and Prudential Codes.
<b>Consultation(s)</b>	Cabinet Member Section 151 Officer  This report has been prepared with the assistance of MUFG Treasury Services, the Council's Treasury advisors.
<b>Recommendations</b>	To recommend to Full Council that the Treasury Q3 Report 2025/26 is noted
<b>Reasons for recommendations</b>	Updating Members demonstrates compliance with the Prudential Code to ensure adequate monitoring treasury management activity.
<b>Background papers</b>	The Council's Treasury Management Strategy 2025/26. Treasury Management Q1 Report Treasury Management Mid-Year Report

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr. Lucy Shires
<b>Contact Officer</b>	James Moore/Daniel King

<b>Links to key documents:</b>	
Corporate Plan:	This report is required to ensure 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 to deliver the Council's Capital Programme.
Council Policies & Strategies	The Council's Treasury Management Strategy 2025/26

<b>Corporate Governance:</b>	
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**

Approval of this report by Full Council demonstrates compliance with the Prudential Code to ensure adequate monitoring of the treasury management activity and capital expenditure plans for 2025/26.

It is also a requirement that any proposed changes to the 2025/26 prudential indicators are report to and approved by Full Council.

## **2. Introduction & Background**

- 2.1 This report sets out the Treasury Management activities undertaken during the third quarter of the 2025/26 Financial Year compared with the Treasury Management Strategy.

## **3. Proposals and Options**

- 3.1 Appendix A shows the Council's full Treasury Management Q3 Report 2025/26.

## **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 provides members with an update on treasury management activity for the period to 31 December 2025, including borrowing, investment performance and compliance with approved prudential indicators.

**6. Legal Implications**

6.1 None as a direct consequence of this report.

**Comments from the Monitoring Officer**

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly.

**7. Risks**

7.1 The interest and borrowing positions of the Council are outlined in Appendix A. Any significant amounts of unplanned expenditure or shortfalls in income related to the delivery of the Capital Programme could lead to decreased overall treasury income/increased overall treasury expenditure at year-end.

**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 The Council's cash flow position shall be monitored throughout the financial year. Any concerns that may lead to borrowing costs that cannot be financed by current treasury operations will be immediately flagged to the Director of Resources/S151 Officer, alternative funding options will then be considered to finance any long-term debt.

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**North Norfolk District Council**  
**Treasury Management Q3 Report**

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## Treasury Management Update

### Quarter Ended 31<sup>st</sup> December 2025

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

#### 1. Economics update

- The third quarter of 2025/26 saw:
  - A -0.1% m/m change in real GDP in October, leaving the economy no bigger than at the start of April.
  - The 3myy rate of average earnings growth excluding bonuses fall to 4.6% in October, having been as high as 5.5% earlier in the financial year.
  - CPI inflation fall sharply from 3.6% to 3.2% in November, with core CPI inflation easing to 3.2%.
  - The Bank of England cut interest rates from 4.00% to 3.75% in December, after holding in November.
  - The 10-year gilt yield fluctuate between 4.4% and 4.7%, ending the quarter at 4.5%.
- From a GDP perspective, the financial year got off to a bumpy start with the 0.3% m/m fall in real GDP in April as front-running of US tariffs in Q1 (when GDP grew 0.7% on the quarter) weighed on activity. Despite the underlying reasons for the drop, it was still the first fall since October 2024 and the largest fall since October 2023. However, the economy surprised to the upside in May and June so that quarterly growth ended up 0.3% q/q (subsequently revised down to 0.2% q/q). Nonetheless, the 0.0% m/m change in real GDP in July, followed by a 0.1% m/m increase in August and a 0.1% decrease in September will have caused some concern (0.1% q/q). October's disappointing -0.1% m/m change in real GDP suggests that growth slowed to around 1.4% in 2025 as a whole.
- Sticking with future economic sentiment, the composite Purchasing Manager Index (PMI) for the UK rose from 51.2 in November to 52.1 in December, suggesting the economy may be benefitting somewhat from pre-Budget uncertainty fading. This may also reflect a diminishing drag from weak overseas demand. While the services PMI rose from 51.3 to 52.1, the improvement in the manufacturing output balance from 50.3 to 51.8 was larger. Indeed, the manufacturing sector has been more exposed to the recent weakness of external demand and has lagged the services sector since the end of last year.
- Turning to retail sales volumes, and the 1.5% year-on-year rise in September, accelerating from a 0.7% increase in August, marked the highest gain since April. Nonetheless, the 0.1% m/m fall in retail sales volumes in November built on the 0.9% m/m drop in October, suggesting the longer-lasting effects of weak employment and slowing wage growth are impacting. Moreover, the decline in the GfK measure of consumer confidence from -17 in October to -19 in November suggests that consumers are not that optimistic at present.
- Prior to the November Budget, the public finances position looked weak. The £20.2 billion borrowed in September was slightly above the £20.1 billion forecast by the OBR. For the year to date, the £99.8 billion borrowed is the second highest for the April to September period since records began in 1993, surpassed only by borrowing during the COVID-19 pandemic. The main drivers of the increased borrowing were higher debt interest costs, rising government running costs, and increased inflation-linked benefit payments, which outweighed the rise in tax and National Insurance contributions.

- Following the 26 November Budget, the Office for Budget Responsibility (OBR) calculated the net tightening in fiscal policy as £11.7bn (0.3% of GDP) in 2029/30, smaller than the consensus forecast of £25bn. It did downgrade productivity growth by 0.3%, from 1.3% to 1.0%, but a lot of that influence was offset by upgrades to its near-term wage and inflation forecasts. Accordingly, the OBR judged the Chancellor was going to achieve her objectives with £4.2bn to spare. The Chancellor then chose to expand that headroom to £21.7bn, up from £9.9bn previously.
- Moreover, the Chancellor also chose to raise spending by a net £11.3bn in 2029/30. To pay for that and the increase in her headroom, she raised taxes by £26.1bn in 2029/30. The biggest revenue-raisers were the freeze in income tax thresholds from 2028/29 (+£7.8bn) and the rise in NICs on salary-sacrifice pension contributions (+£4.8bn). The increase in council tax for properties worth more than £2.0m will generate £0.4bn.
- After the Budget, public net sector borrowing of £11.7bn in November was comfortably below last November's figure of £13.6bn and was the lowest November borrowing figure since 2021, mainly due to tax receipts being £5.4bn higher, largely because of the hike in employer NICs in April 2025. Cumulative borrowing in the first eight months of 2025/26 was still £10bn above last year's total. However, lower inflation and a disposal of assets ahead of the Budget should mean borrowing in 2025/26 comes in below last year's total.
- The weakening in the jobs market looked clear in the spring. May's 109,000 m/m fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. More recently, the 38,000 fall in payroll employment in November was the tenth monthly decline in the past 13 months, causing the annual growth rate to slow further, from -0.5% to -0.6%. The number of job vacancies in the three months to November 2025 stood at 729,000 (the peak was 1.3 million in spring 2022) but the less reliable Labour Force Survey data showed that employment fell by 16,000 in the three months to October, with the unemployment rate rising further, from 5.0% to 5.1%. All this suggests the labour market continues to loosen, albeit at a slow pace.
- A looser labour market is driving softer wage pressures. The 3myy growth rate of average earnings including bonuses eased from 4.9% in September to 4.7% in October. And excluding bonuses, the 3myy rate slowed from 4.7% to 4.6%. Regular private sector pay growth continued to slow from 4.2% to 3.9%. That left it broadly on track to meet the Bank's end of December prediction of 3.5%.
- CPI inflation fell sharply in November, easing from 3.6% in October to 3.2%. This was the third consecutive softer-than-expected inflation outturn and suggests that disinflation is well underway. There was a widespread easing in price pressures with inflation slowing in 10 of the 12 main categories. Core inflation fell from 3.4% to 3.2% and services inflation dipped from 4.5% to 4.4%. However, a great deal will depend on the adjustments to regulated and indexed prices scheduled for next April. Capital Economics forecast CPI inflation to drop from 3.2% in March to 2.0% in April, thereby leaving inflation on track to settle at the 2.0% target, or below, by the end of 2026.
- An ever-present issue throughout recent months has been the pressure being exerted on medium and longer dated gilt yields. The yield on the 10-year gilt moved sideways in the second quarter of 2025, rising from 4.4% in early April to a high of c4.8%, before ending June at 4.50%.
- More recently, the yield on the 10-year gilt rose from 4.46% to 4.60% in early July as rolled-back spending cuts and uncertainty over Chancellor Reeves' future raised fiscal concerns. Although the spike proved short lived, it highlighted the UK's fragile fiscal position. In an era of

high debt, high interest rates and low GDP growth, the markets are now more sensitive to fiscal risks than before the pandemic. During August, long-dated gilts underwent a particularly pronounced sell-off, climbing 22 basis points and reaching a 27-year high of 5.6% by the end of the month. While yields have since eased back, the market sell-off was driven by investor concerns over growing supply-demand imbalances, stemming from unease over the lack of fiscal consolidation and reduced demand from traditional long-dated bond purchasers like pension funds. For 10-year gilts, by late September, sticky inflation, resilient activity data and a hawkish Bank of England kept yields elevated over 4.70% although, subsequently, gilt yields fell back after the Budget, supported by a tighter fiscal plan, fewer tax hikes required following a smaller-than-expected downgrade to the OBR's fiscal forecast, and a favourable shift in bond issuance away from long-dated debt. Gilt yields hovered around 4.5% at the end of the quarter.

- The FTSE 100 fell sharply following the “Liberation Day” tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1 April to 7,702 on 7 April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 ended June at 8,761, around 2% higher than its value at the end of March and more than 7% above its level at the start of 2025. Since then, the FTSE 100 has enjoyed a further significant jump in value. The stock market hit new record highs above 9,900 in Mid-November, driven by a global rebound on hopes of a US government-shutdown resolution, expectations of a December rate-cut, and strong corporate earnings. Despite some jitters around Budget time, the FTSE 100 closed Q4 at 9,931, 5% higher than at the end of September and 22% higher since the start of 2025.

#### **MPC meetings: 8 May, 19 June, 7 August, 18 September, 6 November, 18 December 2025**

- There were six Monetary Policy Committee (MPC) meetings held between April and December. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for “signs of weak demand”, “supply-side constraints” and higher “inflation expectations”, mainly from rising food prices. By repeating the well-used phrase “gradual and careful”, the MPC continued to suggest that rates would be reduced further.
- In August, a further rate cut was implemented. However, a 5-4 split vote for a rate cut to 4% laid bare the different views within the Monetary Policy Committee, with the accompanying commentary noting the decision was “finely balanced” and reiterating that future rate cuts would be undertaken “gradually and carefully”. Ultimately, Governor Bailey was the casting vote for a rate cut but with the CPI measure of inflation expected to reach at least 4% later this year, the MPC was wary of making any further rate cuts until inflation begins its slow downwards trajectory back towards 2%.
- With wages still rising by just below 5%, it was no surprise that the September meeting saw the MPC vote 7-2 for keeping rates at 4% (Dhingra and Taylor voted for a further 25bps reduction). Moreover, the Bank also took the opportunity to announce that they would only shrink its balance sheet by £70bn over the next 12 months, rather than £100bn. The repetition of the phrase that “a gradual and careful” approach to rate cuts is appropriate suggested the Bank still thought interest rates will fall further.
- At the 6 November meeting, Governor Bailey was once again the deciding vote, keeping Bank Rate at 4% but hinting strongly that a further rate cut was imminent if data supported such a move. By 18 December, with November CPI inflation having fallen to 3.2%, and with Q2 GDP revised down from 0.3% q/q to only 0.2% q/q, and Q3 GDP stalling at 0.1%, the MPC voted by 5-4 to cut rates further to 3.75%. However, Governor Bailey made it clear that any further reductions would require strong supporting data, and the pace of any further decreases would be slow compared to recent months. The markets expect Bank Rate to next be cut in April.

## **2. Interest rate forecasts**

The Authority has appointed MUFG Corporate Markets as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. MUFG Corporate Markets provided the following forecasts and commentary on 22 December 2025. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

MUFG Corporate Markets Interest Rate View 22.12.25													
	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
<b>BANK RATE</b>	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
<b>3 month ave earnings</b>	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
<b>6 month ave earnings</b>	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
<b>12 month ave earnings</b>	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.50	3.60	3.60	3.60
<b>5 yr PWLB</b>	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
<b>10 yr PWLB</b>	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.70
<b>25 yr PWLB</b>	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.30	5.20	5.20	5.20	5.20
<b>50 yr PWLB</b>	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.10	5.00	5.10	5.00	5.00

- Our last interest rate forecast update was undertaken on 11 August. Since then, a combination of tepid growth (0.2% q/q GDP for Q2 and 0.1% q/q GDP for Q3), falling inflation (currently CPI is 3.2%), and a November Budget that will place more pressure on the majority of households' income, has provided an opportunity for the Bank of England's Monetary Policy Committee to further reduce Bank Rate from 4% to 3.75% on 18 December.
- Surprisingly, to most market commentators, the recent steep fall in CPI inflation in one month from 3.6% to 3.2% did not persuade most "dissenters" from the November vote (Lombardelli, Greene, Mann and Pill) to switch to the rate-cutting side of the Committee. Instead, it was left to Bank Governor, Andrew Bailey, to use his deciding vote to force a rate cut through by the slimmest of margins, 5-4.
- Given the wafer-thin majority for a rate cut it was not unexpected to hear that although rates would continue on a "gradual downward path", suggesting a further rate cut or cuts in the offing, MPC members want to assess incoming evidence on labour market activity and wage growth. Indeed, with annual wage growth still over 4.5%, the MPC reiterated that the case for further rate cuts would be "a closer call", and Governor Bailey observed there is "limited space as Bank Rate approaches a neutral level".
- Accordingly, the MUFG Corporate Markets forecast has been revised to price in a rate cut in Q2 2026 to 3.5%, likely to take place in the wake of a significant fall in the CPI inflation reading from 3% in March to 2% in April (as forecast by Capital Economics), followed by a short lull through the summer whilst more data is garnered, and then a further rate cut to 3.25% in Q4.
- As in August, nonetheless, threats to that central scenario abound. What if wage increases remain stubbornly high? There are, after all, several sectors of the domestic economy, including social care provision and the building/construction industries, where staff shortages remain severe. Moreover, by May 2026, following the local elections, we will have a better handle on whether or not the Starmer/Reeves team is going to see out the current Parliament or whether they face a Leadership challenge from within their own party. If so, how will gilt markets react to these variables...and will there be additional geo-political factors to also bake in, particularly the Fed's monetary policy decisions in 2026 and the ongoing battle to lower rates whilst inflation remains close to 3%.
- Accordingly, our updated central forecast is made with several hefty caveats. We are confident, as we have been for some time, that our forecast for Bank Rate and the 5-year PWLB Certainty Rate is robust, and we have marginally brought forward the timing of the next rate cut(s). But for the 10-, 25- and 50-years part of the curve, the level of gilt issuance, and the timing of its placement, will be integral to achieving a benign trading environment. That is not a "given", and additionally, the inflation outlook and political factors domestically and, crucially, in the US, are also likely to hold sway. Matters should be clearer by June in the UK, but the US mid-term elections are scheduled for November.

- Our revised PWLB rate forecasts 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) and is set to prevail until at least the end of March 2026. Hopefully, there will be a further extension to this discounted rate announced in January.
- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.

### 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 generally to the upsides. Our 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 borrowing	Current borrowing rates as at 22.12.25 p.m. %	Target borrowing rate now (end of Q4 2027) %	Target borrowing rate previous (end of Q4 2027) %
<b>5 years</b>	4.81	4.10	4.20
<b>10 years</b>	5.39	4.70	4.70
<b>25 years</b>	6.01	5.30	5.30
<b>50 years</b>	5.78	5.10	5.10

**Borrowing advice:** Our long-term (beyond 10 years) forecast for the neutral level of Bank Rate remains at 3.5%. As all PWLB certainty rates are still 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 (<5 years PWLB maturity/<10 years PWLB EIP) and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

Our suggested **budgeted earnings rates for investments** up to about three months' duration in each financial year are set out below.

Average earnings in each year	Now %	Previously %
<b>2025/26 (residual)</b>	3.80	3.90
<b>2026/27</b>	3.40	3.60
<b>2027/28</b>	3.30	3.30
<b>2028/29</b>	3.30	3.50
<b>2029/30</b>	3.50	3.50
<b>Years 6-10</b>	3.50	3.50
<b>Years 10+</b>	3.50	3.50

We will continue to monitor economic and market developments as they unfold. Typically, we formally review our forecasts 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.

Our 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. Annual Investment Strategy**

The Treasury Management Strategy Statement (TMSS) for 2025/26, which includes the Annual Investment Strategy, was approved by the Council on 19<sup>th</sup> of February 2025. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seeking out value available in periods up to 12 months with high credit rated financial institutions, using the MUFG Corporate Markets suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

As shown by the charts below and the interest rate forecasts in section 2, investment rates have started to taper downwards during the final quarter of 2025/26 and are expected to fall back further if inflation falls through 2026 and the MPC loosens monetary policy further.

#### **Creditworthiness.**

There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.

#### **Investment counterparty criteria**

The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

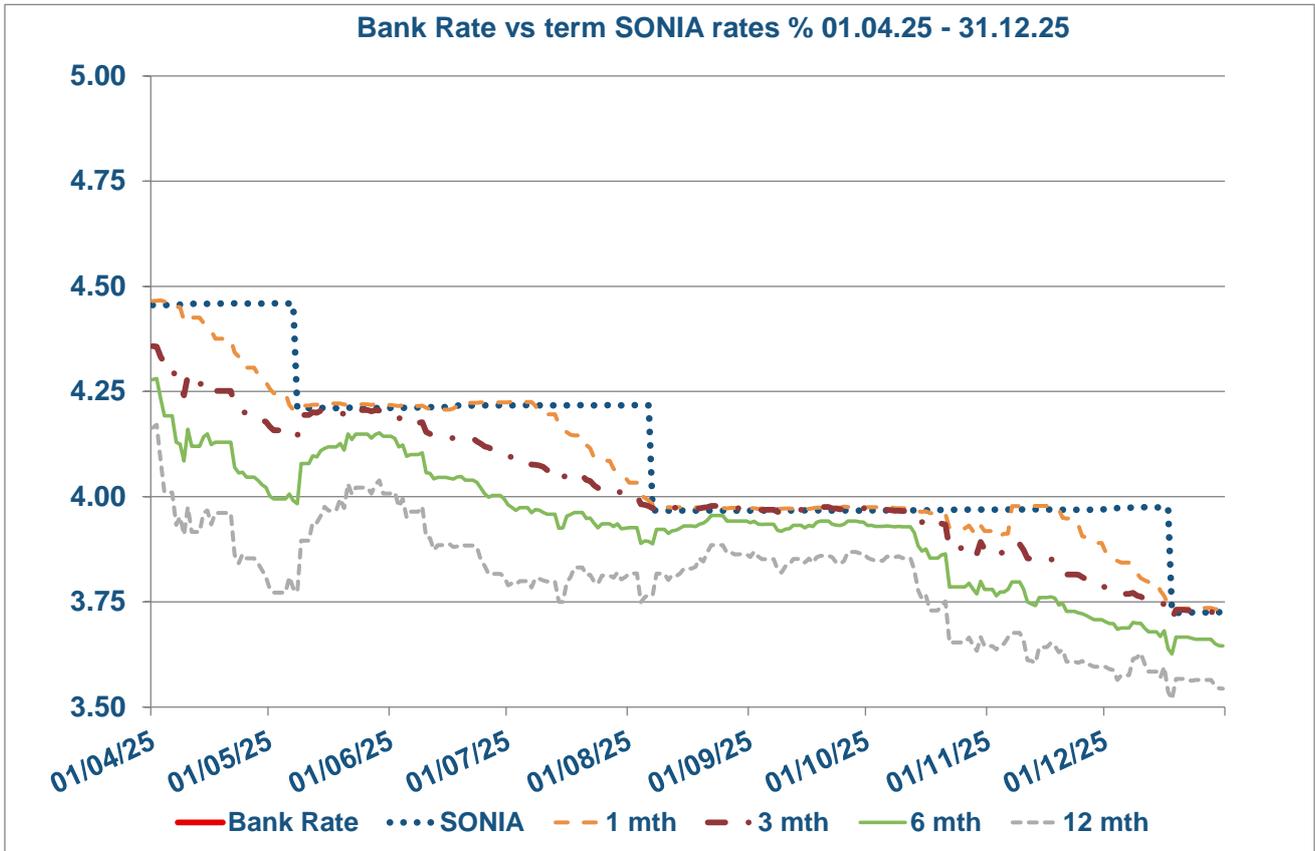
#### **CDS prices**

For UK and international banks, these have remained low, and prices are not misaligned with other creditworthiness indicators, such as credit ratings. Nevertheless, it remains important to undertake continual monitoring of all aspects of risk and return.

#### **Investment balances**

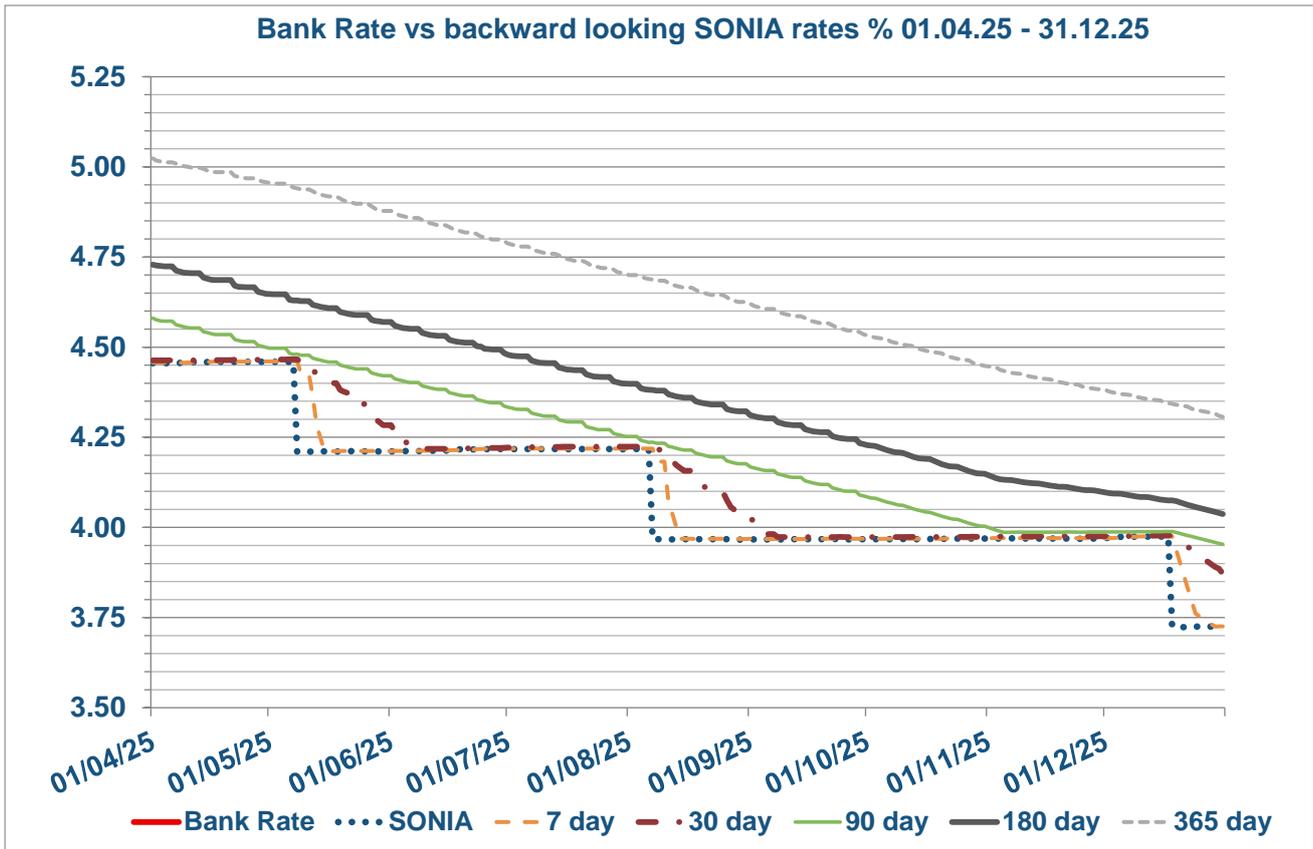
The average level of funds available for investment purposes during the quarter was **£12.218m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council holds **£21.714m** core cash balances for investment purposes (i.e., funds invested for more than one year).

Investment performance 01.04.25 to 31.12.25



FINANCIAL YEAR TO QUARTER ENDED 31.12.25

	SONIA	1 mth	3 mth	6 mth	12 mth
<b>High</b>	4.46	4.47	4.36	4.28	4.17
<b>High Date</b>	07/05/2025	03/04/2025	01/04/2025	02/04/2025	02/04/2025
<b>Low</b>	3.72	3.73	3.71	3.63	3.52
<b>Low Date</b>	22/12/2025	29/12/2025	18/12/2025	18/12/2025	18/12/2025
<b>Average</b>	4.10	4.07	4.01	3.93	3.80
<b>Spread</b>	0.74	0.73	0.65	0.66	0.65



FINANCIAL YEAR TO QUARTER ENDED 31 December 2025

	SONIA	7 day	30 day	90 day	180 day	365 day
High	4.46	4.46	4.47	4.58	4.73	5.02
High Date	07/05/2025	28/04/2025	06/05/2025	01/04/2025	01/04/2025	01/04/2025
Low	3.72	3.73	3.87	3.95	4.04	4.31
Low Date	22/12/2025	29/12/2025	31/12/2025	31/12/2025	31/12/2025	31/12/2025
Average	4.12	4.14	4.17	4.25	4.39	4.69
Spread	0.74	0.74	0.59	0.63	0.69	0.72

As illustrated, the Council outperformed the benchmark of **4.12%** (SONIA) with an average interest rate achieved of **5.08%**. The Council's budgeted investment return for 2025/26 is **£1.418m**. Performance for the year to date is outperforming the budget. As at the end of period 9, total income of £1.289m has been received against a budget of £1.052m (£0.237m favourable variance).

### Fund investments

- Money Market Funds (MMFs)
- Pooled Funds
- Housing Association Loans

Previously, the Council was required to mitigate the revenue impact of unrealised fair value movements on pooled investment funds through the IFRS 9 statutory override. The override continues to apply to qualifying pooled investment fund investments, meaning unrealised fair value losses are not charged to revenue. However, the override does not remove the need to consider fair value volatility when entering into new long-term investment arrangements. At present, no new long-term

pooled fund investments are proposed as cash balances are maintained primarily to meet day-to-day operational requirements.

#### **Approved limits**

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 31<sup>st</sup> December 2025.

#### **4. Borrowing**

Due to the overall financial position and the underlying need to borrow for capital purposes (the Capital Financing Requirement - CFR), new external borrowing of **£5.000m** was undertaken on the **1<sup>st</sup> of May 2025** from the PWLB at a rate of **4.59%**.

The purpose of this loan was to renew the prior loan of £5.000m from the PWLB which expired on the 28<sup>th</sup> of April 2025.

#### **PWLB maturity Certainty Rates 01.04.25 to 31.12.25**

Overall, the journey for PWLB Certainty rates in 2025/26 has been somewhat circular, with the only net movement of substance over the nine months under review occurring at the shortest part of the curve. Nonetheless, there has been a degree of volatility driven by movements in US Treasuries as well as domestic factors, the most negative of which impacted markets in early September.

Throughout the period under review, markets have reacted to Government fiscal messaging, yields rising when concerns emerged over the ability of the Government to keep net spending under control ahead of the 26 November Budget, and then easing back to rates similar to those at the start of the financial year once markets felt reassured by the steps the Chancellor had taken to manage public spending and to also bolster her fiscal headroom.

Accordingly, 1-year PWLB Certainty rates started the financial year at 4.82% and finished 2025 at 4.37%, whilst the 5-year part of the curve started at 4.94% and finished at 4.78%. Rates never got above 5% throughout the nine months under review.

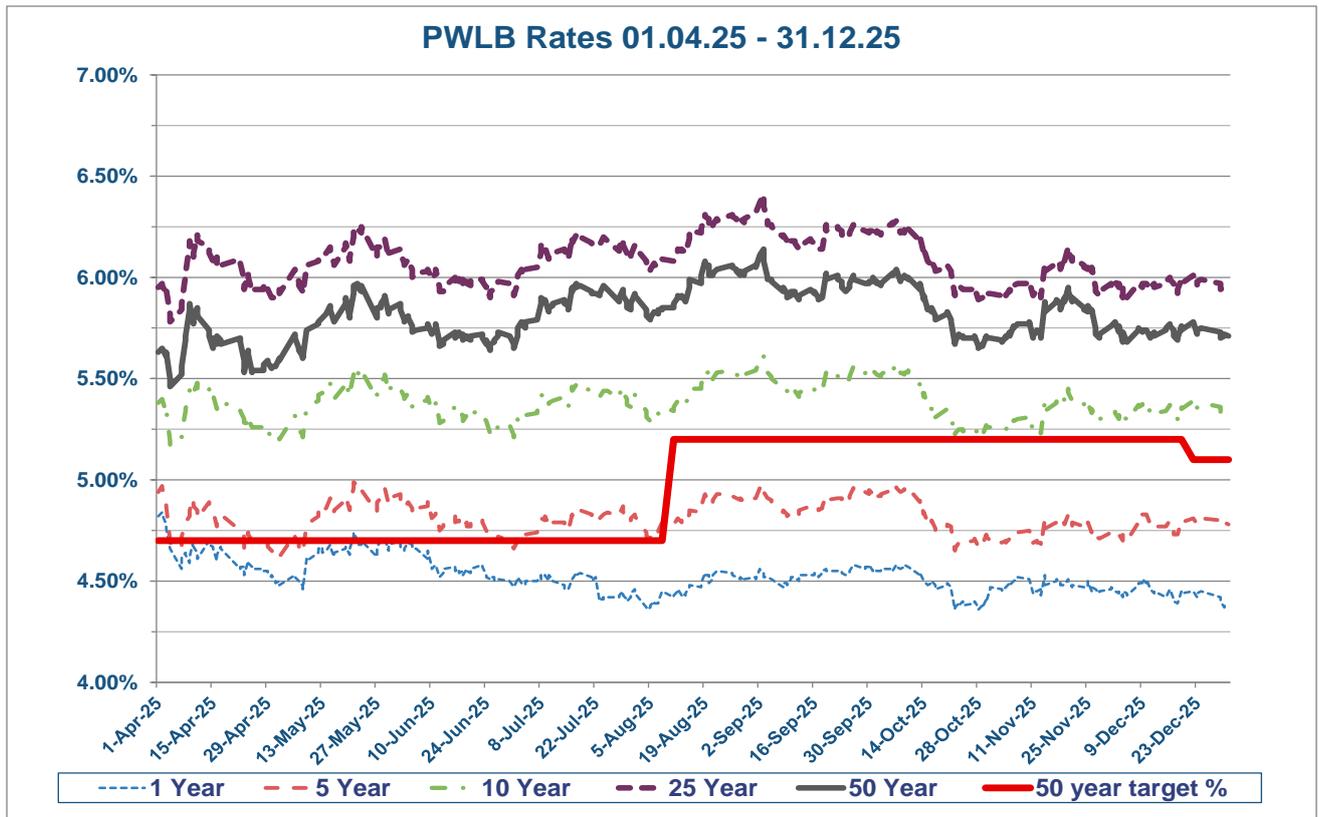
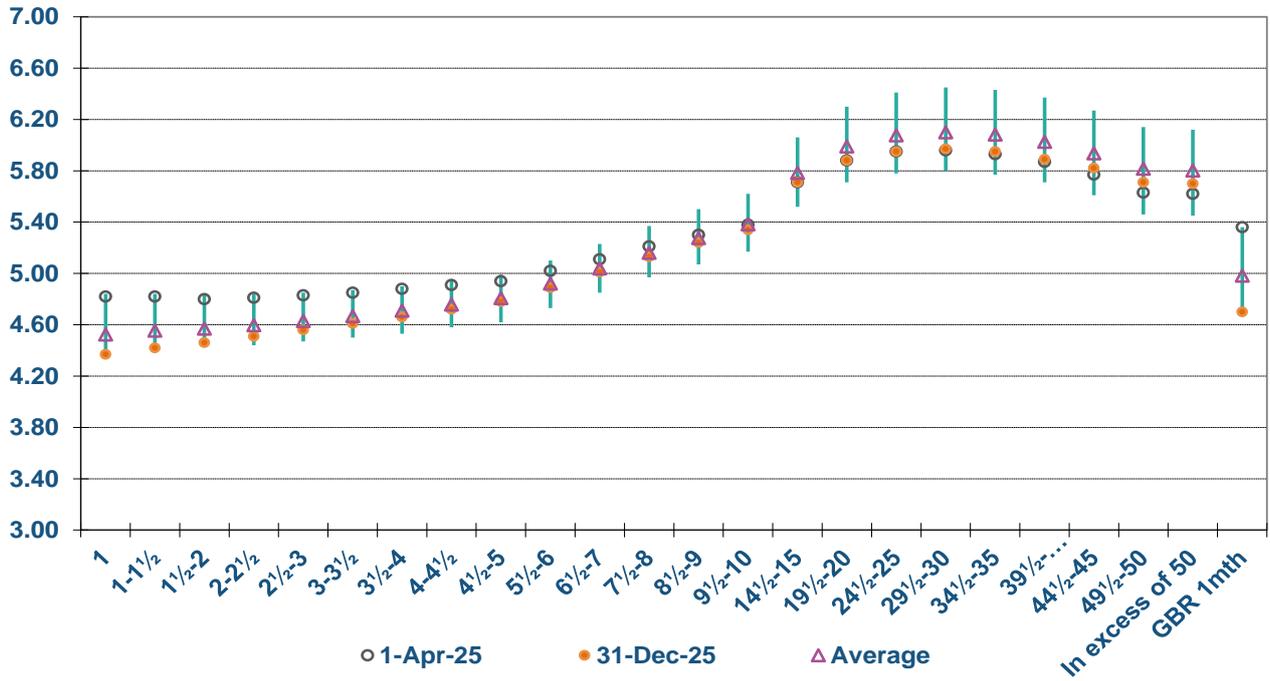
It was a different story for the longer part of the curve, and in recent weeks the Debt Management Office has confirmed that it will seek to issue less gilts in the longer part of the curve and seek to focus on the short to medium part of the curve, where investors are more willing to purchase. That may alter in due course if the CPI measure of inflation falls to 2% by the spring of 2026, having been “sticky” at much higher levels for much of 2025.

10-year PWLB Certainty rates started April at 5.38% and finished 2025 at 5.34%. On 3 September, rates hit a peak of 5.62%.

The story was repeated for the 25- and 50-year parts of the curve. 25-year PWLB Certainty rates started April at 5.95% and finished the year at the same level but touched a peak of 6.41% on 3 September. While the 50-year Certainty rate started at 5.63% in April and finished the year at 5.71%, peaking at 6.14% also on 3 September.

PWLB RATES 01.04.25 - 31.12.25

PWLB Certainty Rate Variations 01.04.25 to 31.12.25



## HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 31.12.25

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2025	4.82%	4.94%	5.38%	5.95%	5.63%
31/12/2025	4.37%	4.78%	5.34%	5.95%	5.71%
Low	4.36%	4.62%	5.17%	5.78%	5.46%
Low date	04/08/2025	02/05/2025	02/05/2025	04/04/2025	04/04/2025
High	4.84%	4.99%	5.62%	6.41%	6.14%
High date	02/04/2025	21/05/2025	03/09/2025	03/09/2025	03/09/2025
Average	4.52%	4.81%	5.38%	6.08%	5.82%
Spread	0.48%	0.37%	0.45%	0.63%	0.68%

### 5. Debt rescheduling

Debt rescheduling opportunities have remained a possibility in the current quarter for those authorities with significant surplus cash and a flat or falling Capital Financing Requirement in future years. Members will be advised if there is value to be had by rescheduling or repaying a part of the debt portfolio. Currently during 2025/26, no debt reschedule action has been made.

### 6. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 31<sup>st</sup> of December 2025, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2025/26. No difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

### 7. Other

#### Changes in risk appetite

The 2021 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports.

#### Sovereign limits

If you have specified a minimum sovereign rating of AA- for all your approved counterparties, you may wish to amend this to exclude the UK from this requirement given it currently sits at this rating level. If you wish to incorporate a sovereign limit, we suggest a policy of lending to UK banks and building societies plus banks in other countries with sovereign ratings of a minimum of AA-.

#### Sources of borrowing

You may want to consider adding any potential new sources of borrowing to your list of approved sources of borrowing e.g., National Wealth Fund (previously the UK Infrastructure Bank).

#### Recommendations

##### The Committee is asked to recommend the following to Full Council:

- Note the report, the treasury activity and recommend approval of any changes to the prudential indicators (no changes as part of this report).

**APPENDIX 1: Prudential and Treasury Indicators for 2025-26 as of 31<sup>st</sup> December 2025**

<b>Treasury Indicators</b>	<b>2025/26 Budget £m</b>	<b>31.12.25 Actual £m</b>
<b>Authorised limit for external debt</b>	40.000	40.000
<b>Operational boundary for external debt</b>	30.000	30.000
<b>Gross external debt</b>	5.000	5.000
<b>Investments</b>	29.463	36.330
<b>Net borrowing</b>	(24.463)	(31.330)
<b>Maturity structure of fixed rate borrowing</b>	<b>Limits</b>	<b>Actual %</b>
<b>Under 12 months</b>	0 - 100%	0%
<b>12 months to 50 years</b>	0 – 100%	100%

<b>Prudential Indicators</b>	<b>2025/26 Revised Budget £m</b>	<b>31.12.25 Actual £m</b>
<b>Capital expenditure</b>	38.328	8.342
<b>Of which expected borrowing</b>	5.861	0.517
<b>Expected change in CFR (including MRP and VRP deductions)</b>	5.277	0.465
<b>Capital Financing Requirement (CFR)</b>	22.821	18.009
<b>Ratio of financing costs to net revenue stream *</b>	2.75%	0.36%

## APPENDIX 2: Investment Portfolio

Investments held as of 31<sup>st</sup> December 2025 compared to our counterparty list:

North Norfolk District Council							
Current Investment List							
Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default	Expected Credit Loss (£)
MMF Aberdeen Standard Investments	3,200,000	3.99%		MMF	AAAm		
MMF BlackRock	2,127,282	3.94%		MMF	AAAm		
MMF Deutsche	1,400,000	3.98%		MMF	AAAm		
MMF Federated Investors (UK)	3,200,000	4.00%		MMF	AAAm		
MMF Invesco	3,200,000	3.96%		MMF	AAAm		
Borrower - Funds	Principal (£)	Interest Rate	Start Date	Maturity Date			
CCLA - LAMIT (Local Authorities Mutual Investment Trust)	5,000,000	7.40%	31/03/2013				
M&G Securities - UK Income Distribution Fund (Extra Income Fund)	2,000,000	21.42%	24/02/2017				
Ninety One - Diversified Income Fund (Multi Asset)	3,000,000	7.49%	01/03/2017				
Schroder - Income Maximiser Fund (Equity)	2,000,000	24.12%	27/02/2017				
Threadneedle - Strategic Bond Fund	3,000,000	5.88%	15/03/2017				
M&G Securities - Strategic Corporate Bond Fund	2,000,000	7.01%	10/08/2017				
Aegon Asset Management - Diversified Income Fund	3,000,000	13.07%	30/11/2018				
<b>Total Investments</b>	<b>£33,127,282</b>	<b>8.26%</b>					
<b>Total Investments - excluding Funds</b>	<b>£13,127,282</b>	<b>3.98%</b>					
<b>Total Investments - Funds Only</b>	<b>£20,000,000</b>	<b>11.07%</b>					

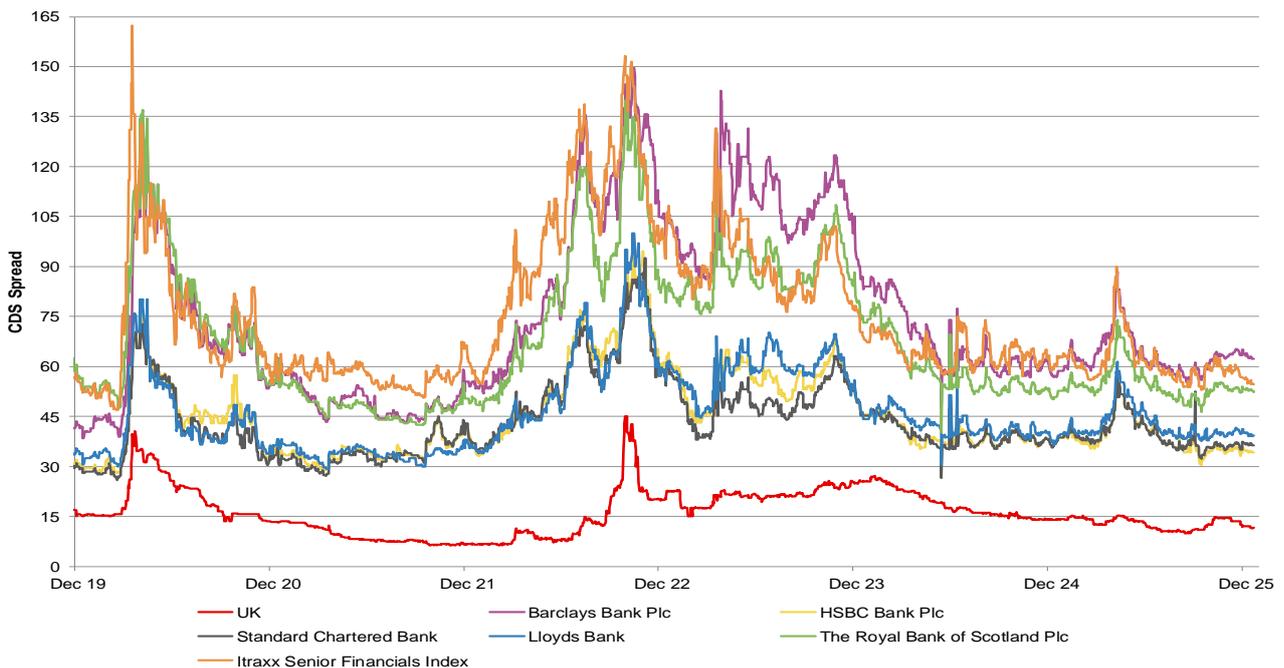
Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

The Historic Risk of Default column is based on the lowest long term rating. If clients are using this % for their Expected Credit Loss calculation under IFRS 9, please be aware that the Code does not recognise a loss allowance where the counterparty is central government or a local authority since relevant statutory provisions prevent default. For these instruments, the Expected Credit Loss will be nil. Please note that we are currently using Historic Default Rates from 1990-2024 for Fitch, 1983-2024 for Moody's and 1981-2024 for S&P.

Where MUFG Corporate Markets have provided a return for a property fund, that return covers the 12 months to September 2025, which are the latest returns currently available.

## UK Banks 5 Year Senior Debt CDS Spreads as of 31<sup>st</sup> December 2025

This is an optional graph which shows the assessment of creditworthiness risk of key banks. The cost of insuring against default is shown in basis points down the left- hand axis. Credit risk has reduced markedly in recent weeks. The cost of insuring against the prospect of default is still low in historic terms. (The chart below shows the cost in basis points of ensuring against the prospect of default on 5 year "paper" issued by major UK banks v the ITRAXX Senior Financials Index.)



### **APPENDIX 3: Approved countries for investments as of 31<sup>st</sup> December 2025**

***Based on lowest available rating:***

#### **AAA**

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

#### **AA+**

- Canada
- U.S.A.

#### **AA**

- Abu Dhabi (UAE)
- Finland
- Qatar

#### **AA-**

- U.K.

#### **A+**

- Belgium
- France

<b>Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2024/25 and 2025/26 – to end of Quarter 3 – 1 October 2025 to 31 December 2025</b>	
<b>Executive Summary</b>	This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2025-26
<b>Options considered</b>	This is a report on the progress being made to deliver against the Council's Corporate Plan.
<b>Consultation(s)</b>	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
<b>Recommendations</b>	Cabinet is invited to note the contents of the report and provide comments on any items they feel appropriate.
<b>Reasons for recommendations</b>	That Cabinet is aware of the progress made to deliver their priorities for the year 2025-26 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2025-26

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

<b>Links to key documents:</b>	
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 2025-26 is being implemented as planned and this will help to ensure that the MTFS is achieved.
Council Policies & Strategies	Corporate Plan 2023-27

<b>Corporate Governance:</b>	
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 as approved by Full Council on 17 <sup>th</sup> July 2023. Corporate Plan 2023-27 Action Plan 2025-26 approved by Cabinet 3 <sup>rd</sup> March 2025.

## 1. Purpose of the report

- 1.1 The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 and the first three quarters of the Action Plan 2025-26 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

## 2. Introduction & Background

- 2.1 Full Council approved the Corporate Plan 2023-27 and the Annual Action Plan for 2025-26 at its meeting of 3<sup>rd</sup> March 2025.
- 2.2 This report details the progress made to the end of December 2025 in the first three quarters of the 2025/26 Annual Action Plan and identifies any issues with the delivery of individual actions and puts forward proposals for how these would be addressed.

## 3. Overview of progress

The tables below show overall progress in implementing the Corporate Plan Annual Action Plans 2025-26 up to the end of Quarter 3.

### Key

<b>Red</b>	Actions will not deliver planned outcomes without significant interventions
<b>Amber</b>	Actions off track but with changes being made will achieve planned outcomes
<b>Green</b>	Actions on track and will deliver planned outcomes
<b>N/A</b>	Not applicable as not due to start yet
<b>Missing Data</b>	Update not provided by the Lead Officer

### 3.1 Progress in delivering the 2025-26 Annual Action Plan 1 October 2025 to 31 December 2025

- 3.2 The table below shows the status for each of the actions identified within the plan up until the end of Quarter 3.

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red				
Amber		5		
Green		22		
NA			3	

### 3.3 Details of all Actions

To review the updates for all the actions please see:-

- Appendix A Action Plan 2025-2026 Progress Update – Qtr 3 1 October 2025 to 31 December 2025

## 4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2025-26 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

- 5.1 There are no financial or resource implications arising directly from this report.

### Comments from the S151 Officer:

This report does not create any financial liabilities in itself but mitigating any lack of progress on the Corporate Plan actions may require additional financial or other resources.

## 6. Legal Implications

There are no legal implications arising directly from this report.

### Comments from the Monitoring Officer

This is an update report. There are no legal implications arising from this report or specific governance issues identified.

## 7. Risks

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Annual Action Plan 2025-26. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

## 8. Net Zero Target

- 8.1 The Corporate Plan 2023-27 Annual Action Plan and 2025-26 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**

- 9.1 The Corporate Plan 2023-27 Annual Action Plan 2025-26 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity and 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**

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

**11. Conclusion and Recommendations**

**Cabinet is invited to note the contents of the report and provide comments on any items they feel appropriate.**

# Action Plan 2025/2026

Updates for quarter 3



Ref	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)	Last Updated
1	North Norfolk Local Plan	Complete the further work requested by the Planning Inspector on making revisions to the draft North Norfolk Local Plan and to take account of new Government policy announcements with the objective of formally adopting the Plan by December 2024.	David Glason	Our Greener Future - Continue our journey to Net Zero. - Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Green	<p>Communities are actively bringing forward Neighbourhood Plans with planning officer engagement, advice and review of emerging plans. Parish Councils actively looking to advance and finalise their emerging Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead. Formal consultation under Regulation 14 stage of the Neighbourhood Plans are expected for: Tunstead, Hoveton and Stalham in the first quarter of 2026 (third party dependent).</p> <p>Parish Councils with an adopted Neighbourhood Plan are: Blakeney, Corpusty &amp; Saxthorpe, Holt, Ryburgh and Wells-next-the-Sea.</p> <p>Parish Councils actively developing Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead.</p> <p>See: <a href="https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/">https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/</a></p>	30/01/2026

2	Climate Impact	Continue to monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for. Commit to reviewing previously proposed investment to reduce the carbon footprint of the Council's main Cromer offices pending clarity over any local government reorganisation, whilst continuing to assess the Council's wider assets and implement works which improve their environmental performance and reduce the Council's carbon footprint.	Kate Rawlings	Our Greener Future - Continue our journey to Net Zero. - Continuing our own annual emissions reductions to reach Net Zero by 2030	In Progress	Green	The draft carbon footprint report for 24/25 has been published and reports several initiatives that have reduced carbon emissions in particular areas e.g. Victory Swim and Fitness and the increasing use of our electric pool cars. However the overall emissions have increased due to increases to our property portfolio, new infrastructure projects and improvements to our reporting processes. The new decarbonisation strategy and action plan has now been approved by Full Council and aims to put the emission reduction back on track.	03/02/2026
3	Household waste recycling and food waste	Monitor and look to increase the percentage of household waste collected which is recycled through programmes of education and public awareness and introduction of a food waste collection service in the 2025/26 civic year and plastic film products in future years.	Emily Capps	Our Greener Future - Tackle environmental waste and pollution. - 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	In Progress	Amber	Work continues to on the introduction of the a domestic food waste collection service, there have been some challenges in relation to the required resourcing and negotiations with our current contractor over service design and delivery. There is strong project management in place to ensure that the project is delivered in a timely way however due to factors outside of the Councils control the introduction of food waste will not meet the intended April 2026 timeframe.	13/02/2026

				waste collections for every household.			Monitoring of the contract continues. Communications to residents have taken place throughout the year via the Norfolk Waste Partnership campaigns in particular around maximising the recyclable material during the Christmas period and other activity to ensure only target materials are being presented. Further planned communications around contamination levels and encouraging people to place the right thing in the right bin are being developed independently by the District Council. NNDC took part in a trial to investigate the practicalities of introducing a further stream to the material that we collect in line with the simpler recycling requirements; the collection of films and flexibles took place via a brightly coloured bag in a one test area to investigate whether the material could be collected effectively and handled at the material recycling facility (MRF).	
4	Coast protection schemes	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Rob Goodliffe	Our Greener Future - Protect and Transition our Coastal Environments - Implementing the Cromer and Mundesley Coast Protection Schemes.	In Progress	Green	Mundesley and Cromer Scheme main work completed. Defects period in progress. Smaller scale timber revetment works in preparation at Mundesley. Final funding in process of being drawn down for the delivered schemes. Further assessment of ongoing work required to be assessed.	16/02/2026

5	Coastwise programme	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	Our Greener Future - Protect and Transition our Coastal Environments - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses.	In Progress	Green	Work continues across a wide scope of activities. Continued progress has been made in the development of co-created Community Coastal Erosion Transition Plans across a number of villages. Commissioned detailed work to develop a potential pilot Coastal Home Assurance Scheme. This may be deliverable via the recent Coastal Adaptation Pilot (CAP) funding announcement. Graveyard at risk discussion progressing with Diocesan of Norwich. Investigations into coastal erosion insurance progressing.	16/02/2026
6	Rural Position Statement	Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage by August 2025 and proposes future policy responses so that there is a clear baseline record of such assets to pass to any “new” local authority established through Local Government Reorganisation.	Robert Young	Developing our Communities - Engaged and supported individuals and communities - 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	Amber	Information will be drawn from existing sources and an audit of rural facilities will be undertaken, from which a picture of North Norfolk's rural areas will be drawn, identifying the pattern of rural service provision, highlighting issues and pointing to opportunities.	06/02/2026
7	Neighbourhood Plans	Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities	David Glason	Developing our Communities - Engaged and supported individuals and communities -	In Progress	Green	Communities are actively bringing forward Neighbourhood Plans with officer engagement, advice and review of emerging plans. Parish Councils actively looking to advance and finalise	05/11/2025

		adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation.		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.			<p>their emerging Neighbourhood Plans are: Hoveton, Trunch and Tunstead. Formal consultation Under Regulation 14 stage of the Neighbourhood Plans is expected for: Tunstead, Hoveton and Stalham in December 2025.</p> <p>Parish Councils with an adopted Neighbourhood Plan are: Blakeney, Corpusty &amp; Saxthorpe, Holt, Ryburgh and Wells-next-the-Sea.</p> <p>Parish Councils actively developing Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead.</p> <p>See: <a href="https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/">https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/</a></p>	
8	Health, wellbeing and financial inclusivity initiatives	With partners we will continue to pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health prevention, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents	Trudi Grant	Developing our Communities - Promote health, wellbeing and independence for all - Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable.	In Progress	Green	Work is progressing to the timetable set by the contractor and there is no reason at this stage to suggest that there will be any delays.	04/02/2026

9	Health and social care facilities for older residents	With local partners we will continue to lobby for the retention and development of innovative health and social care facilities for older people in the District, including the re-opening of the Benjamin Court NHS asset in Cromer, reflecting the district's aged demographic – the oldest average age in the country.	Steve Blatch	Developing our Communities - Promote health, wellbeing and independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.	In Progress	<p><b>Green</b></p> <p>We continue to promote the reuse of the mothballed NHS owned Benjamin Court facilities in Cromer as a health and wellbeing service hub for older people, chronic condition management, rehabilitation, respite and palliative care.</p> <p>Meeting with Steff Aquarone, Ed Garrett (Chief Executive of the new Norfolk and Suffolk Integrated Care Board from April 2026) to discuss Benjamin Court, wider health provision in the district and services provided at Cromer Hospital held on 21st November 2025.</p> <p>Meeting with Richard Watson, Deputy Chief Executive of the new Norfolk and Suffolk ICB (from April 2026) and Mark Burgis, Neighbourhoods Director at Norfolk and Suffolk ICB to discuss health provision in the district and the preparation of a North Norfolk health profile to inform future partnership working and service provision from April 2026. Follow-up meeting scheduled for 5th February.</p>	11/02/2026
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10	Fakenham Leisure and Sports Hub	Progress delivery of the Fakenham Leisure and Sports Hub project through securing planning permission, appointment of a construction partner and commencement of construction.	Steve Hems	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	Construction work commenced on site on the 6 October 2025. Work progresses in accordance with the project timetable. The inclusion of the Public Sector Decarbonisation Scheme (PSDS) works has resulted in the need to reorder the programme of works later in the scheme but is anticipated that it will not impact on the completion date. Budget monitoring indicates that the project is likely to be completed in budget and the areas where additional cost elements were likely to be incurred are now almost completed. Work continues with the Football Foundation in respect on an application for funding for the 3G pitch, this will likely be submitted in late February, early March however this does not impact on the rest of the programme.	06/02/2026
11	Sports pitches	Having secured funding approval for the Cromer 3G pitch deliver this new (replacement) facility by September 2025 and continue to pursue funding for similar facilities at Fakenham and North Walsham.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Amber	Cromer 3G pitch has now been opened and is being used by the Academy and the Community. Bookings for the winter months are strong. Work on an application to the Football Foundation for a pitch at Fakenham is ongoing however there are several potential barriers to the success of this. Officers are continuing to work with relevant stakeholders to overcome these barriers. By the end of the next quarter we will have a far greater idea on the likelihood of this project being delivered or not. No discussions have taken place with	06/02/2026

							North Walsham Town FC regarding the potential project there. Nothing can progress until the club agree a lease	
12	Improvement of facilities at Holt Country Park	Explore external funding opportunities such as the Norfolk GIRAMs scheme, Hornsea 3 Legacy fund and S106 agreements to contribute to the improvement of the facilities within Holt Country Park, working towards maintaining Green Flag status at this location and our other Countryside sites.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	Staff facilities improvements are complete. Electricity project is ongoing. Positive conversations have now taken place with the landowner and we are trying to reach an agreement with him. The Hornsea 3 Legacy fund project to build a new classroom and learning space is in progress and on schedule to be complete in February We are investigating a possible pot of S106 to support the Hornsea project and improve the play area	06/02/2026
13	Housing data sharing	Continue to gather and share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Information on housing need and housing provision was shared with all parish councils and district councillors in December 2025	02/02/2026

		level to inform future development of rural exceptions and other affordable housing schemes.						
14	Second homes council tax premium	Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Analysis of the levels of second and holiday let homes and use of the additional Council Tax premium income were reported to all members in December 2025	02/02/2026
15	Affordable homes	Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Sheringham, Bacton, Walcott, Wells and Fakenham being taken forward during 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	71 new affordable homes have completed so far this year, and we expect a total of 94 new affordable homes to complete in 2025/26.	02/02/2026

16	Housing standards	Continue to work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Meeting our Housing Need - Promote best use of housing stock and good housing standards - Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis.	Completed	Green	Corporate Action Plan Objective figures this year to date (01/04/2025 to 13/02/2026) are as follows:  "Continue to work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy"  HHSRS inspections = 53 HMO licence applications/inspections = only 3 HMO licence applications received this year	13/02/2026
17	Long-term empty properties actions	Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action –	Sean Knight	Meeting our Housing Need - Promote best use of housing stock and good housing standards - Working harder to bring empty homes back into use.	In Progress	Green	North Norfolk District Council continues to deliver strong, proactive work in reducing the number of long term empty homes across the district.  Despite being a coastal authority with one of the highest levels of second homes (5,795) in the region, the council maintains a stable and controlled	13/02/2026

pursuing at least 50 cases a year.

number of long term empty homes (818) — representing just 1.44% of local housing stock.

The council's approach combines early intervention, practical support for owners, technical guidance (including VAT reduction certification), and a strong emphasis on enabling renovation and reoccupation. Most vacancies are part of the normal property cycle, demonstrating healthy movement rather than systemic neglect.

NNDC also applies the Empty Homes Premium to 457 properties, helping incentivise reoccupation while ensuring fairness to taxpayers.

In a district where housing demand is high and second home ownership places real pressure on local supply, every empty home brought back into use makes a meaningful difference.

This work directly supports local communities, improves neighbourhoods, strengthens the housing market, and showcases North Norfolk's commitment to making the best use of its existing homes.

18	North Norfolk Business Forum	Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.	Completed	Green	Invest North Norfolk – the Council's business facing brand and portal – is live and will continue to develop and expand over time, serving as a valuable resource to support businesses with fulfilling their growth aspirations. Over 450 businesses have now already signed up to receive the monthly 'INN the Know' bulletin which helps to keep businesses abreast of the latest support information. A range of workshops, networking and events will be delivered through to year end.	04/11/2025
19	Bacton Energy Hub	Take forward co-ordinated actions on behalf of key partners and stakeholders agreed at the January 2025 Bacton Summit event to raise the profile of the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - 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	We are continuing to discuss issues and opportunities at the Bacton Energy Hub with a range of stakeholders and partners.  Principal partners supported visit to Bacton Energy Hub site by inward investment trade delegation organised by the Quebec provincial Government in Canada on 17th November 2025; have held further exploratory meetings with key stakeholders to secure increase electricity supply to support decarbonisation of existing operations and future developments at the Bacton site, invitation extended to senior officials at GB energy to visit Bacton.	11/02/2026

20	Stalham High Street Task Force	Continue to work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a vision which contributes to the future vitality of the town for delivery over the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - 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	Following the Stalham HSTF exercise, the locally led Stalham Town Team is established and continues to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Over the summer NNDC Officers have recently presented to the local stakeholders a range of options to support the town, including a Retail Excellence Programme of workshops (in conjunction with North Walsham businesses) and grants available through NNDC's Love Your Market Town and the Town Ambition Programme which will be delivered this financial year.	04/11/2025
Page 97	Banking and post offices services	Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - 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	Green	In addition to the progress made at Cromer, Holt and North Walsham, the Council have also supported activity which may lead to an additional cash point in Fakenham. This included providing planning advice in respect of relevant heritage constraints. Furthermore, conversations continue with Cash Access UK to explore opportunities to improve cash access in Stalham and Wells.	09/02/2026

22	Promote North Norfolk	Continue to support and work with tourism interests across the district to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Robert Young	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	The partnership with Visit North Norfolk is very effective and they have increased their profile amongst local visitor economy businesses, through successful events and other initiatives. The VNN Board is operating well, and effective marketing campaigns continue to be produced.	06/02/2026
23	UK Shared Prosperity Fund and Rural England Prosperity Fund programme	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	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.	In Progress	Green	The previous UKSPF (3yr) & REPF (2yrs) programmes concluded in March 2025. A report was presented to the Overview & Scrutiny Committee in April 2025 which demonstrated that all workstreams met or exceeded their output and outcome targets. NNDC was awarded £405,095 of additional UKSPF funding and £437,000 of REPF funding for 25/26. 4 workstreams (agreed by Cabinet in February 2025) have been developed and are on track. The REPF grant scheme is also on track and is now fully committed.	09/02/2026

24	Serviced employment land	Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green A number of sizable investments are presently in discussion or have recently been developed this year. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed Mcdonalds at Fakenham, Sainsbury's acquisition of the Homebase site at Cromer and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer (now open). In addition, the new roundabout on the Fakenham Bypass has now opened, facilitating new potential housing growth/commercial. Planning has also been granted for replacement fuel station (adj to Morrisons, Fakenham) with takeaway facilities and demolition work has work has commenced. Presently there is a planning application being considered for a Lidl store (Class E discount foodstore) with associated car parking, landscaping, engineering and drainage works on Nightjar Road in Holt which predicts 40FTE jobs. There is also a planning application being for a Aldi store (erection of a Class E foodstore with associated car parking, access, substation, landscaping and associated works) on Old Station Way in Holt	09/02/2026
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25	English devolution and local government reorganisation	Engage with local partners (County and District Councils in Norfolk) in seeking to secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper and as appropriate seek to position North Norfolk's residents, communities and businesses positively in respect of any reorganisation of local government in Norfolk and in establishing any new unitary councils.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Exploring opportunities to work further with stakeholders and partner organisations	In Progress	Green	<p>Devolution - Norfolk and Suffolk County Councils (as the responsible upper tier authorities) formally agreed to establish Mayoral Combined Authority in October 2025. Government announced in December that the Mayoral election scheduled for May 2026 would now be postponed until May 2028. Further discussions with Government are taking place to establish a Foundation strategic authority to cover the period up until the May 2028 Mayoral election.</p> <p>LGR - Full business case submitted to Government on 26th September (after Full Council vote on 24th September) and now subject to appraisal by MHCLG officials alongside the proposal for a single unitary made by NCC and 2 unitary proposal made by South Norfolk Council.</p> <p>Partners to Future Norfolk partnership continued to develop narrative and proposals for the 3 unitary councils, including sharing with Town and Parish Councils (NNDC workshops 13th and 18th of November).</p> <p>Statutory consultation launched by MHCLG on 19th November through until 11th January 2026, NNDC response to statutory consultation agreed by Cabinet at special meeting on Monday 5th January 2026.</p>	11/02/2026
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Separate to the above and agnostic to any decision made by Government in early 2026 the 7 Norfolk districts and the County Council have begun to scope some outline workstreams around data, systems, contracts, workforce and regulatory services, as well as preparing a specification for a strategic implementation partner to be appointed jointly from April 2026.

26	LGA Corporate Peer Challenge Action Plan	Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge throughout 2025, particularly the new Workforce Development Strategy so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Amber	<p>We continue to look to progress and implement the recommendations made through the Corporate Peer Challenge, but there has been some slippage in timescales due to capacity issues due to the need for us to engage with the Government's Devolution and Local Government Reorganisation agendas. The need to devote an increasing amount of time to the LGR process alongside the introduction of the new Employment Rights Act 2026 will mean that the focus of the Council will have to reflect this moving forward.</p> <p>The draft workforce strategy was presented to JSCC on 5th November and will now move forward for adoption.</p>	11/02/2026
27	Service reviews	Continue to monitor progress towards the objectives detailed the new Medium-Term Financial Strategy through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors.	Daniel King	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Delivering services that are value for money and meet the needs of our residents	In Progress	Green	<p>Whilst the s151 officer can lead on identifying and delivering savings it is the service managers and assistant directors who will have to actually find and deliver efficiencies. Assistant Directors were involved in the 2026/27 budget setting process to proposed savings/income generation ideas, which were built into the budget process, instead of a separate process this year. Review of services will be important for budget setting for 2027/28.</p>	16/02/2026

28	Cromer Pier Pavilion Theatre auditorium refurbishment	Seek Heritage Lottery funding for the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of anticipated local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125th anniversary in 2026.	Daniel King	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Amber	Auditorium Refurbishments were not included as part of the capital bids for 2026/2027 budget setting. Attempts to identify external grant funding to fund these works have been unsuccessful to date. Delays to Mayoral elections may also prevent potential funding sources from being realised. Considerations to be given over the future of this project should sources of funding not be identified.	16/02/2026
29	Tourism infrastructure assets safeguarding	Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore whether these might be safeguarded in the longer term through being placed in an appropriate structure which recognises their importance in the context of continued pressure on discretionary services in any new unitary council structures.	Cara Jordan	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Green	Assets and Legal Team have been working together to identify a process to identify and propose assets which may be suitable for transfer. A form has been developed to gain information to record how an acquiring body proposes to maintain the asset and recording reasons for transfer by the transferring authority.	29/01/2026

30	Review and maximise the Council's approach to asset commercialisation	Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets through implementing the actions detailed in a revised Asset Management Strategy from April 2025.	Renata Garfoot	A Strong, Responsible and Accountable Council - Maximising opportunity - 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	The annual review of the Councils beach huts and chalet rents has been undertaken and will take effect from April. This will result in an additional £30,000 of income. Lease renewals with rent increases are in negotiation or with Eastlaw to complete legal documentation. Capital bid to invest in Cornish Way and then allow us to maximise income	03/02/2026
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<b>CORPORATE PLAN 2023-2027 - ANNUAL ACTION PLAN 2026/27</b>	
<b>Executive Summary</b>	<b>This report and accompanying appendix present the 2023 – 2027 Corporate Plan Annual Action Plan for the period April 2026 – March 2027 to Cabinet for approval.</b>
<b>Options considered</b>	<p><b>The actions detailed in the Annual Action Plan have been developed in support of the five themes in the adopted Corporate Plan recognising the increasing pressure on the Council’s budget, the moves towards establishing a Combined Authority for Norfolk and Suffolk and Local Government Reorganisation which will change the context in which the District Council operates and works over the next two years, alongside continuing with Business As Usual maintaining service delivery for the district’s residents until any proposals for new unitary councils in Norfolk are agreed and put in place.</b></p> <p><b>The actions proposed seek to balance the capacity of the organisation to deliver, taking into account the staff and financial resources available to the Council, the increased resource and focus required in supporting the transition of services into any new unitary council(s) and the potential to access external funding or partnership resources, with the aspirations laid out in the Corporate Plan.</b></p> <p><b>In this respect it is recognised that as the process of local government reorganisation moves forward beyond the Government announcing its preferred option for new councils in Norfolk in the next two or three months there will be increasingly less scope for the Council to deliver against the actions proposed in the 2023 – 2027 Corporate Plan as focus and resource needs to shift to establishing the new unitary authority/ies.</b></p>
<b>Consultation(s)</b>	<p><b>The development of the 2026/27 Annual Action Plan has therefore been later than in previous years. This has been due to the LGR process and the lateness of the Government publishing the 2026/27 local government financial settlement impacting on the setting of the Council’s 2026/27 budget.</b></p> <p><b>The 2026/27 Annual Action Plan has involved internal processes of consultation and engagement with regards to the Medium-Term Financial Strategy and preparation of the 2026/27 budget, which was approved by Full Council at its meeting of the 18<sup>th</sup> February 2026, after discussion by Cabinet and Overview and Scrutiny processes.</b></p>
<b>Recommendations</b>	<b>That the Cabinet approves the Corporate Plan Annual Action Plan for 2026/27.</b>

<b>Reasons for recommendations</b>	<b>Sound management of the authority’s staff, property and financial resources to deliver projects and initiatives which support improved service delivery and positive outcomes aligned to the previously agreed Corporate Plan themes and seeks to position North Norfolk’s residents, communities and businesses strongly in the context of proposals to establish a Norfolk and Suffolk Combined Authority and the process of local government reorganisation in Norfolk which will see the establishment of new unitary council(s) in Norfolk in March 2028.</b>
<b>Background papers</b>	2023 – 2027 Corporate Plan

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

<b>Links to key documents:</b>	
Corporate Plan:	This report details the list of actions and proposals the Council proposes taking forward in support of the five Corporate Plan themes in the twelve months April 2026 – March 2027.
Medium Term Financial Strategy (MTFS)	Proposed actions, projects or initiatives will need to give due consideration to the Council’s financial position as detailed in finance reports and a revised Medium-Term Financial Strategy and have the necessary resources allocated to them or efficiency savings as identified through the preparation of the 2026/27 budget.
Council Policies & Strategies	See comment under Corporate Plan heading above

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

**1. Purpose of the report**

- 1.1 This report and accompanying appendix present the 2023 – 2027 Corporate Plan Action Plan for the period April 2026 – March 2027 to Cabinet for approval.
- 1.2 Cabinet is asked to approve the actions to be taken forward through the 2026/27 Annual Action Plan recognising the increasingly challenged financial context in which the Council is operating and the need for the Council to create capacity to support public service reform through the establishment of a strategic combined foundation authority (as a predecessor for a mayoral combined authority) and transition to any new unitary authority/ies proposed by Government through local government reorganisation, alongside maintaining Business As Usual core service delivery.

## **2. Introduction & Background**

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

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

- 2.2 In agreeing the Corporate Plan members were advised that, given experience of delivering against the 2019 – 2023 Corporate Plan, where organisational capacity was initially hindered by the need for the Council to develop a local response to the COVID pandemic and subsequently responding to the cost of living pressures experienced in the national economy; there would be some merit in looking to develop an Annual Action Plan of project delivery in each year of the Plan.
- 2.3 This would allow the Council to respond flexibly to changing circumstances over the four-year lifetime of the Corporate Plan, not least in response to possible changes to the policy framework nationally associated with a General Election which had to be held before January 2025.
- 2.4 This position has subsequently been confirmed as sound given the significant number of policy announcements made by the incoming Government following the July 2024 General Election across a range of service areas (Planning, Waste, Housing, Local Government Finance) requiring a response from the

Council and then the publication of the English Devolution White Paper in December 2024. The passage of this legislation through Parliament initially proposed establishing a new strategic mayoral authority for Norfolk and Suffolk (now delayed until the election of a mayor in May 2028, but to be progressed in the meantime through the establishment of a strategic combined foundation authority for the two counties); and the process of local government reorganisation which has taken up much time and capacity over the past twelve months, but is now moving towards a decision from Government and will then require greater resource and focus in establishing the new unitary council/s through transition arrangements, alongside maintaining current service provision.

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

- 3.1 In looking to agree the Annual Action Plan for 2026/27 consideration has been given to the progress made in delivering the objectives and actions in the 2025/26 Action Plan; the status of a number of in-progress projects; and the anticipated Structural Changes Order which will follow on from the Government confirming a new unitary council model of local government in Norfolk and may place restrictions on this council to commence new projects and spending decisions over the next two years.
- 3.2 Given this context, it has been considered necessary to significantly review our capacity to propose new actions for delivery during the period April 2026 to March 2027.
- 3.3 This year's Annual Action Plan has therefore been developed to include a scaled back number of actions and commitments reflecting the Council's Corporate Plan for 2023-27, emerging legislative requirements (with respect to review of Local Plan, introduction of food waste service), and a number of actions outlining our readiness for LGR. The attached appendix therefore now outlines a proposed series of actions to be taken forward through an Action Plan covering the period April 2026 – March 2027.
- 3.4 Cabinet is therefore now asked to approve the Corporate Plan Action Plan for 2026/27.

### **4. Corporate Priorities**

- 4.1 The outcomes from this report will contribute to the Corporate Plan priorities and reflect the capacity and availability of resources across the Council to support project delivery and positioning of North Norfolk's residents, communities and businesses in the context of any new Strategic Authority for Norfolk and Suffolk and local government reorganisation during the 2026/27 civic year.

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

- 5.1 The proposals made within this report and the Annual Action Plan for 2026/27 reflect the financial resources and capacity issues available to support project delivery and improved working in the 2026/27 civic year

- 5.2 The Director of Resources (Section 151 Officer) has provided the following comments in advising on the preparation of this report:-

**Comments from the S151 Officer**

The Annual Action Plan for 2026/27 has been prepared to reflect the position the Council finds itself in with regards to Local Government Reorganisation and the financial context the authority is operating within.

The Annual Action Plan includes existing schemes to be delivered through to completion, some “legacy” type projects with respect to the Council’s assets so that at transfer to any new unitary authority they are in a good condition and a number of actions specifically related to the Council’s preparedness for Local Government Reorganisation

The proposals are sensible in light of the financial position and LGR and the capacity of our staffing resource to deliver “projects” as well as Business As Usual service delivery.

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

No specific legal issues arise regarding this report around the Corporate Plan Annual Action Plan for 2026/27, which takes into account the current financial climate and the capacity issues and challenges that Local Government Reorganisation will bring.

**7. Risks**

- 7.1 None as a direct consequence of this report, beyond the uncertainties which exist at present in terms of waiting for the Government’s Minded To decision in respect of Local Government Reorganisation.

**8. Net Zero Target**

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

**9. Equality, Diversity & Inclusion**

- 9.1 None as a direct consequence of this report, although a key theme running through the Corporate Plan is the issue of inclusion and equity – particularly under the themes - Meeting our local housing need; Developing our

communities; Investing in our Local Economy and Infrastructure and A strong, responsible and accountable council.

**10. Community Safety issues**

10.1 None as a direct consequence of this report

**11. Conclusion and Recommendations**

**That the Cabinet approves the Corporate Plan Annual Action Plan for 2026/27.**

**NORTH NORFOLK DISTRICT COUNCIL**  
**CORPORATE PLAN 2023 – 2027**  
**ANNUAL ACTION PLAN for APRIL 2026 – MARCH 2027**

**OUR GREENER FUTURE**

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

**Actions:-**

1. Having adopted our new Local Plan in December 2025, the Planning and Infrastructure Act 2025 requires us to commence a review of the Plan with a clear timetable. We will therefore commence this review giving priority to considering further how economic and housing growth can be achieved in the district alongside the protection and improvement of our local environment and delivering climate resilient sustainable growth. (New action for 2026/27).
2. Continue to monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for. (Carried forward as an amended action from the 2025/26 AAP).
3. Continue to monitor, and look to increase, the percentage of household waste collected which is recycled through programmes of education and public awareness and work with other rural authorities to lobby Government for additional funds to support the introduction of a weekly food waste collection service and collection of plastic film products in future years, recognising that at present the costs of the weekly food waste service is uneconomic. (Carried forward as an amended action from the 2025/26 AAP).
4. Working with DEFRA, the Environment Agency, local partners and communities, continue to progress delivery of the Coastwise and successor programmes in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2029. (Carried forward as an action from the 2025/26 AAP following announcement of additional funding by Government on 28<sup>th</sup> Jan 2026).
5. Develop, as part of our preparations for Local Government Reorganisation, a framework for transferring the custodianship of some property assets such as Surveyors Allotments to community organisations with the objective of improved conservation and biodiversity aims. (New action for 2026/27).

## **DEVELOPING OUR COMMUNITIES**

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

### **Actions:-**

1. Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage, and proposes future policy responses, so that there is a clear baseline record of such assets to pass to any “new” local authority established through Local Government Reorganisation. (Carried forward as an amended action from the 2025/26 AAP).
2. Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt such Plans – strengthening local community voices and capacity in the context of Local Government Reorganisation. (Retained as an action from the 2025/26 AAP.)
3. In light of changes impacting a number of our partners, we will review the focus of our People Services team to deliver important preventative and early intervention services, and support our communities prioritise the delivery of health, wellbeing and financial inclusivity to our most vulnerable and hard to reach residents. (Carried forward as an amended action from the 2025/26 AAP).
4. With local partners we will continue to lobby for the retention and re-opening of the Benjamin Court NHS asset in Cromer with the objective of seeing the provision of innovative health prevention and support services for older people, reflecting the district’s aged demographic – the oldest average age in the country. (Retained and carried forward as an amended action from the 2025/26 AAP).
5. Continue delivery of the Fakenham Leisure and Sports Hub project through to completion in Qtr 1 2027. (Action carried forward from 2025/26 AAP).
6. Having delivered a new 3G pitch in Cromer during 2025, continue to pursue funding for similar facilities at Fakenham and North Walsham. (Carried forward as an amended action from the 2024/25 AAP).
7. Building upon the successful application for funds from the Hornsea 3 Legacy Fund and other funding sources to deliver an Outdoor Classroom facility and mains electricity supply into Holt Country Park (anticipated for delivery by June 2026), continue exploring sources of external funding opportunities such as the Norfolk GIRAMs scheme and S106 agreements to contribute to towards maintaining Green Flag status at Holt Country Park and our other Countryside sites. – (Action carried forward from 2025/26 AAP).
8. Following recent completion of the “new” playground at The Leas in Sheringham, using the Council’s own funds and seeking to secure sources of matchfunding, continue to invest in play areas owned by the District Council. (New action for 2026/27).

9. Develop a framework to support the allocation of funds through the new Local Members Fund, as agreed by Full Council as part of the Council's 2026/27 budget. (New action for 2026/27).
10. Work alongside local partners in Sheringham who are wishing to explore how a sustainable community sports hub can be developed as part of a mixed housing and employment development opportunity, which includes NNDC assets. (New action for 2026/27).

## **MEETING OUR HOUSING NEED**

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

### **Actions:-**

1. Continue to gather and share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level to inform future development of rural exceptions and other affordable housing schemes. (Retained as an action from the 2025/26 AAP)
2. Continue to monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to finance the delivery of a more ambitious programme of affordable homes developments in the district from April 2025. (Carry forward as an action from 2025/26 AAP).
3. Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Bacton (47 units on site), Westwood, Sheringham (24 units complete), Stalham (61 units – on site), Walcott (23 units on site), and Wells (16 units complete) being taken forward during 2025. Schemes being developed for a 2026/27 start include projects at Corpusty, Fakenham, Holt, Ludham, North Walsham and Stalham. (Retained and carried forward as an amended action from the 2025/26 AAP).
4. Develop and implement systems aimed at improving housing standards across the district in response to the introduction of the new Renters Rights Act, including undertaking at least 50 inspections per year under the Housing Health and Safety Rating System of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy. (Retained and amended as an action from the 2025/26 AAP).
5. Continue to monitor and take action to reduce the number of Long-Term Empty properties in the district through investigation and enforcement action – pursuing at least 50 cases a year. (Retained action from 2025/26 AAP).

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

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

### **Actions:-**

1. Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year under the Inspiring North Norfolk branding. (Retained as an action from the 2025/26 AAP)
2. Take forward co-ordinated actions on behalf of key partners and stakeholders to raise the profile of the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan. (Retained and carried forward as an amended action from the 2025/26 AAP).
3. Continue to engage and work with partners to develop and support initiatives which strengthen the vitality and viability of the district's market and coastal towns through the Norfolk Market Town Ambition programme. (Retained and carried forward as an amended action from the 2025/26 AAP).
4. Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district. Banking Hubs were opened in Holt and Cromer during 2025 and a similar facility is currently under development in North Walsham; with ongoing conversations with key partners about providing such facilities in other locations across the district. (Retained and carried forward as an amended action from the 2025/26 AAP.)
5. Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer. (Retained and carried forward as an amended action from the 2025/26 AAP).

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

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

### **Actions:-**

1. Work with local government partners (County and District Councils in Norfolk) to successfully deliver Local Government Reorganisation following Government's Mindful To decision expected in spring 2026. (New action for 2026/27).
2. With partners continue to seek and secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper through the establishment of a Foundation Strategic Authority for Norfolk and Suffolk in the short term and as a Mayoral Combined Authority from May 2028. (Retained and carried forward as an amended action from the 2025/26 AAP).
3. Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge and as necessary amending agreed actions (such as the People Strategy) to reflect LGR so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation. (Retained and carried forward as an amended action from the 2025/26 AAP).
4. Continue to monitor progress towards the objectives detailed in the Medium-Term Financial Strategy through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. (Retained and carried forward as an amended action from the 2025/26 AAP).
5. Continue to seek external funding to support the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125th anniversary in 2026. (Retained and carried forward as an amended action from the 2025/26 AAP).
6. Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore how these might be best safeguarded in the longer term, recognising their importance in the context of the tourism appeal of the district and continued pressure on discretionary services in any new unitary councils. (Retained and carried forward as an amended action from the 2025/26 AAP).
7. Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets (Retained and carried forward as an amended action from the 2025/26 AAP).

<b>Potential Local Plan Review</b>	
<b>Executive Summary</b>	<p>This report covers the next steps for the authority in terms of Local Plan making.</p> <p>Firstly, it recommends that the North Norfolk Local Plan 2024-2040 should be reviewed in line with government expectations and statute requirements. Secondly, it recommends that the Council continues in its work to inform and influence the future production of a Spatial Development Strategy including engagement, evidence gathering and collaborative work through the Norfolk Strategic Planning Framework.</p>
<b>Options considered</b>	An option remains not to progress a plan review.
<b>Consultation(s)</b>	Portfolio holder
<b>Recommendations</b>	<p><b>That Cabinet resolves:</b></p> <p><b>1) To progress the review of the NNDC Local Plan in line with Government expectations and statute requirements.</b></p> <p><b>2) To continue working to inform and influence the future production of a Spatial Development Strategy including engagement and collaborative work through the Norfolk Strategic Planning Framework.</b></p>
<b>Reasons for recommendations</b>	To maintain an up-to-date Local Plan and to comply with statutory requirements in order to provide appropriate planning policy and guidance for the district.
<b>Background papers</b>	<p><a href="#">Plan-making regulations explainer - GOV.UK</a> This is an explainer of the emerging regulations for the new plan-making system. We anticipate that the regulations will be enacted early this year.</p> <p><a href="#">Rollout of the new Local Plan-making system - GOV.UK</a> This is an explainer around the roll out of the new plan-making system, including transitional arrangements. The full regulations underpinning this are expected to be in force in early 2026.</p> <p><a href="#">New System Plan Funding - GOV.UK</a> This details the funding available for local authorities committed to bringing a plan forward early in the new plan making system process.</p>

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Andrew Brown
<b>Contact Officer</b>	Iain Withington, Planning Policy Manager <a href="mailto:iain.withington@north-norfolk.gov.uk">iain.withington@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	Delivering and ensuring the Council maintains an up to date the Local Plan remains a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A strong, Responsible & Accountable Council
Medium Term Financial Strategy (MTFS)	Local Plan budget
Council Policies & Strategies	The Local Plan sets the Council's Planning and decision-making framework. Adoption of any new Local Plan would replace the current 2024-2040 Local Plan.

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	None

## **1. Purpose of the report**

- 1.1. The purpose of this report is to bring to Cabinet's attention the Governments expectations and requirements around future Local Plan making and the legislative changes to the plan making process, in order to seek authority to commence Local Plan review. Secondly, it brings to Members' attention the work being undertaken through the Norfolk Strategic Planning Framework (NSPF) with regard on going co-operation in plan-making and recommends that the Council continue in its work to inform and influence the future production of a Spatial Development Strategy including engagement, across Local Planning utilities and wider stakeholders, evidence gathering and collaborative work through the NSPF.

## **2. Introduction & Background**

- 2.1. The North Norfolk Local Plan 2024-2040 (NNLP) was adopted on 17<sup>th</sup> December 2025. The Plan was submitted for examination on 11<sup>th</sup> May 2023 when the July 2021 version of the NPPF was extant. The Plan was examined under transitional arrangements set out in subsequent versions of the National Planning Policy Framework (NPPF), which meant, for the purpose of the examination, the policies of the 2021 NPPF were applicable.
- 2.2. Significant changes were made to the National Planning Policy Framework, NPPF in December 2024. Significantly, it brought into effect changes in the standard methodology for calculating local housing need (LHN). These

changes increase the Council's annual housing requirement from 557 dwellings per annum to 932dpa, an increase of 67% and which means that the adopted Local Plan's housing requirements are no longer consistent with the government's current assessment of housing need.

- 2.3. As set out in the December 2024 NPPF<sup>1</sup>, where Plans have been examined under such transitional arrangements and where the adopted Plans housing requirement remains less than 80% of the local housing need, the updated NPPF requires Local Planning authorities to begin work on a new Plan. Such a Plan is expected to address the shortfall in housing need and be brought forward under the revised plan-making system set out in the Levelling Up and Regeneration Act 2023, LURA, as soon as the relevant provisions are brought into force.
- 2.4. Policies in Local Plans should be reviewed at least once every five years to assess whether they need updating and should then be updated as necessary.<sup>2</sup> The NPPF paragraph 34 states that "*Reviews should be completed no later than five years from the adoption date of a plan, and should take into account changing circumstances affecting the area...and they are likely to require earlier review if local housing need is expected to change significantly in the near future.*"
- 2.5. The final report on the examination of the adopted plan from the Planning Inspectorate (PINS) advised that, in line with the December 2024 NPPF, the authority will be expected to begin work on a new Local Plan under the revised plan-making system as soon as the relevant provisions are brought into force.

### **New Plan-making system**

- 2.6. The Ministry of Housing, Communities & Local Government (MHCLG) have since confirmed that North Norfolk is required to bring a Plan forward under the new plan making system by the dates specified. The new process is set to be simpler and faster to prepare, and plans are set to follow a sequence of key plan-making steps in order to be adopted within a 30-month timeline from commencement initiated at the Gateway 1 stage. The first key dates are 30<sup>th</sup> June 2026, where the authority is required to have published a 'notice of intention to commence Local Plan preparation', and 31<sup>st</sup> October 2026 whereby the authority is required to publish a 'Gateway 1 self-assessment'. Such an assessment will set out details of how the authority has "got ready" for the formal stages and how it intends to adopt the plan in the newly prescribed 30-month timeframe. Gateway 1 marks the formal commencement of the 30-month plan making timeframe. It is this stage the authority must have published:
  - a Local Plan timeline
  - established appropriate project management and governance
  - established a consultation and engagement plan
  - detailed scoping and an understanding of the content of the plan i.e. the main and locally specific subject matters

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<sup>1</sup> Paragraph 236

<sup>2</sup> Reviews at least every five years are a legal requirement for all local plans (Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012).

- baseline information, likely evidence needs and early considerations of the spatial options to deliver against the identified needs as well as topics that may require specific policies.

**More detail of this new process is set out in Appendix 1.**

- 2.7. The authority will also have started the first iteration of the Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) and invited early engagement from stakeholders by running a scoping consultation.
- 2.8. It is anticipated that early scoping work would need to involve a ‘Call for Sites’ and a review of the capacity of the district to deliver on the uplifted local housing need. Although limited scoping work has been carried out to date, it is anticipated that a refresh of certain key evidential documents such as the Strategic Flood Risk Assessment (SFRA), Water Cycle Study (WCS), and other topic-based documents as well as and the continuation of other joint work streams across Norfolk LPAs will need to be commissioned as early as possible from the start, and certainly prior to Gateway 1.
- 2.9. North Norfolk is not alone in this requirement; it is estimated that up to 40 Local Planning authorities fall into this immediate review category. Across Norfolk this includes Broadland, Norwich and South Norfolk, which operate collectively through the Greater Norwich Development Partnership (GNDP), Kings Lynn and West Norfolk, and Great Yarmouth Councils. All three have already committed to such a review and the expected timelines. More information on the requirements, circumstances around plan review and the expected transition of Local Plans to the new system can be found in the guidance published by MHCLG [Rollout of the new Local Plan-making system - GOV.UK](#)
- 2.10. Breckland District Council is already progressing an updated Local Plan which will plan for their December 2024 uplifted local housing needs. The Broads Authority is also progressing its Local Plan under the current plan-making system. Norfolk County Council recently adopted its Minerals and Waste Local Plan and a review of this will not be required for several years.

**Funding**

- 2.11. The government has committed to providing support and resources to assist the above including the guidance documents listed and the opportunity to apply for new system funding.
- 2.12. As an eligible authority, on 19 January 2026, the Council was invited to submit an expression of interest in relation to a share of a £14 million fund to support Local Plan implementation. With support from the CEO and Section 151 officer, an expression of interest was submitted, which, if successful, could provide approximately £120,000 to supplement the specific Local Plan preparation requirements. The window to apply was short, with an application deadline of 28 January 2026. Successful LPAs are expected to be notified of the outcome by 6 March 2026. More information is available at: [New System Plan Funding - GOV.UK](#). Should the Council choose not to advance a new Local Plan, any awarded funds would need to be returned.

## Local Government Reorganisation & Devolution

- 2.13. The Plan will be taken forward at a time of local government reorganisation (LGR) and depending on the way the decision falls on which of the three unitary options the Government intends to move forward with, there may be opportunities to work collaboratively in advance with elements of joint approaches and closer shared resources as closer integration and working practices become known. This may also include early work to consider the identification of potential broad areas of growth and/or the delivery of a new settlement(s). Any Local Plan review would almost certainly be adopted by the new unitary Council(s) but would cover only that area that it is set to replace, i.e. the current North Norfolk Administrative area outside of the Broads.
- 2.14. If devolution for Norfolk and Suffolk is also taken forward as intended, officers will also have to work on the new Spatial Development Strategy (SDS) for Norfolk and Suffolk. Early work continues under the direction of Norfolk County Council through the NSPF until such time as a mayor is appointed. There is the opportunity for work on the SDS and a North Norfolk Local Plan review to share an evidence base. With the mayoral elections currently delayed it is not anticipated that any SDS will be adopted before 2029/2030. This would be beyond the governments required timeline for Local Plan review and as such would not influence the next round of plan-making. **This means that it is not advisable to wait until the SDS is in place to review the Local Plan for North Norfolk.**
- 2.15. There is the opportunity to work collaboratively through the NSPF to review and share elements of the required evidence base, align strategic approaches and benefit from shared resources and cost efficiencies in the commissioning of joint evidence. Currently officers are working on an update to the combined site assessment process through work on updating the current Housing & Economic Land Availability Assessment (HELAA) methodology and are in the process of commissioning a Norfolk-wide Housing Capacity Study with the aim of comparing baseline need against constraints/opportunities. This study will inform each district's Local Plan review, as well as provide information for the future SDS, and is intended to identify the extent to which existing LPAs can meet their housing needs and advise on an optimal delivery scenario both for unmet need and overall need.
- 2.16. The requirement for a Norfolk and Suffolk SDS is brought forward in recent legislation via the Planning and Infrastructure Act and proposals in the emerging draft NPPF, both published in December 2025. These documents are intended to reintroduce strategic, sub-regional planning to guide cross-boundary growth, housing, and infrastructure issues. In the future, Local Plans will be required to be in conformity with the relevant SDS. Since there is no current SDS in place for our area, conformity with an emerging SDS will need to be taken into consideration when reviewing and examining Local Plans (subject to progress at the time).
- 2.17. SDSs are likely to be concise documents to guide development across larger geographical areas. The government intends that they will cover

strategic infrastructure and housing. The SDSs will cover the future amount and high-level distribution of housing, possibly including any potential broad locations for new settlements, **but not site allocations**. Thus, we can expect housing figures for the new unitary authorities in time. Site allocation will remain a key role of Local Plans, which will need to be reviewed as soon as possible as stated above.

- 2.18. The role of the district councils would be to work collaboratively with other Norfolk authorities, and then with the mayoral authority in the development of the SDS. The early collaborative work now underway on an SDS is likely to have overlaps with the work that would need to be carried out in the development of a new Local Plan.

### **Proposed National Planning Policy Framework**

- 2.19. Any new Local Plan would need to be informed by the proposed updated NPPF and take account of the new National Development Management Policies (NDMPs) that it will contain. The final version is expected to be published in the Spring of 2026. In preparing plans, the draft NPPF states that plan makers should:

- a. Only address matters and include policies that are relevant and which avoid duplication or other parts of the development plan
- b. Only include policies which extend beyond site or locational-specific requirements where they are necessary and where there is clear and justified reason to do so
- c. Not duplicate, substantially restate or modify the content of national decision-making policies
- d. Engage positively with communities and other key stakeholders at appropriate points using a range of methods, so that relevant issues are identified and addressed as early as possible during the plan making process
- e. Use environment assessment to inform preparation of plans, where legally required and
- f. Publish plans in a searchable digital format

Source PM6 draft December 2025 NPPF

- 2.20. In identifying land, the Local Plan will need to be informed by an assessment of the land available in their area to meet development needs. This will need to be followed by an assessment of their availability, suitability and achievability (including likely viability) and the identification of the most appropriate sites for development taking into account the emerging vision and spatial strategy and the more permissive nature of the emerging NPPF. This is likely to include the proposed 'permanent presumption in favour of suitably located development' which is proposed to dovetail with policies on development inside and outside of settlements. Such settlements are currently defined in the emerging draft NPPF as including villages and other predominantly built-up areas, but which exclude hamlets and scattered groups of housing.
- 2.21. Officers provided a Member training session and presentation on the emerging NPPF, and its links to plan-making on 29 January 2026, which was well attended.

### 3. Proposals and Options

- 3.1. It is proposed to start work on a new Local Plan in line with the new plan-making regulations (summarised in Appendix 1) and new NPPF immediately upon Cabinet approval through a detailed scoping exercise followed by project initiation through Corporate Leadership Team and the Major Projects Board. This is likely to result in the need to scale up resources and will lead to the issuing of the required 'notice of intention to commence Local Plan preparation' on or before 30 June 2026 in line with government expectations, along with the plans proposed timetable. Such early work will involve a review of: the new plan making requirements, evidence gathering, including the commissioning of updated or new evidence where considered proportional and relevant, resources (both financial and staff), along with Member governance, and is likely to include the publishing of an early Call for Sites as soon as work commences. It is likely that a more robust and faster member oversight process will need to be set up.
- 3.2. By 31 October 2026 the Council will be expected to publish its detailed Gateway 1 self-assessment summary setting out the details of its readiness to commence the 30-month plan making period and detailing such matters as the anticipated Local Plan content, initial environmental assessment, its project management and governance arrangements (currently undertaken through the Planning Policy and Built Heritage Working Party (PPBHWP) etc as set out in paragraph 2.6 above.
- 3.3. In addition, digitalisation will play a major role both in how plan-making is undertaken and in the nature of the resource required. Any scoping exercise will need to include a review of Investment in "Plan Tech" would mean that the time taken for plan-making can be significantly reduced and efficiencies made to align with the new system requirements. Many of the more labour-intensive elements such as undertaking site assessment and summarising consultation responses can take up significant resource and the opportunity exists to make greater use of digitalisation and ensure efficiencies are brought into the process.
- 3.4. Paragraph 22 of the NPPF requires Local Plans to look ahead a minimum of 15 years, and where larger-scale development is proposed, such as a new settlement, the timescale should be 30 years or more. This is to take into account the likely timescale for delivery. Therefore, assuming a new Local Plan is adopted in 2029, it would set out a direction travel to at least 2044 and possibly as far ahead as 2059.
- 3.5. As set out above (paragraph 2.19), the new form of plans should not set out to repeat or duplicate the National Development Management Policies, and this should result in the plan being more streamlined and focused. The strategic vision of a new Local Plan would likely need to address the need to ensure a continuing supply of homes from a range of available and deliverable sites. Secondly, it is potentially likely that it would need to consider how the potential delivery of new homes from one or more new settlements (or the expansion of existing settlements) could come forward as quickly as supporting infrastructure allows.

- 3.6. The recent adoption of the Local Plan means that many policies may already be aligned to changing national policy or may not require significant update, however some of the evidence will require updating.
- 3.7. Given that it is possible that the LPA area could not meet the higher housing numbers within its current boundaries, cross boundary co-operation through the NSPF and the development of the SDS will play a major role in Local Plan review. It is considered equally important that the Council continues to work collaboratively to inform and influence the future production of a Spatial Development Strategy, including engagement and collaborative work through the Norfolk Strategic Planning Framework, and, where possible, to develop a collective evidence base.
- 3.8. **An option exists not to undertake the plan** review at this time - **this is not advised**. Having a Local Plan in place that aligns with updated national policy and legislative requirements supports a healthy local economy, with housing allocations, job and infrastructure provision and environmental protection. Not updating the Local Plan will lead to poorly planned development, particularly for housing which will meet the higher housing needs required by the December 2024 NPPF but could result in delivery in sub-optimal locations that would be unlikely to be supported by the full range of infrastructure investment necessary for growth.
- 3.9. Not undertaking Plan review around the expected timeframes would expose the Council to a number of risks:
- **Intervention** - the Secretary of State directing the Council to prepare/revise the plan or take direct control over the process.
  - **Reputational damage** - signalling that the Council is not meeting statutory expectations or managing growth proactively.
  - **Policy frameworks becoming outdated** - resulting in greater vulnerability at appeal where applicants argue policies are “out of date” and difficulty resisting speculative or unplanned development.
  - **Loss of influence** - in shaping infrastructure, housing distribution, and environmental policies.’
  - **Loss of central government funding** – any specific new Local Plan making funding support would have to be returned.
- 3.10. The Government has said that regulations, policy and guidance for the new plan-making system continue to be confirmed and have published guidance and other supporting material for scoping work on Local Plans, for LPAs at the forefront of the new system.
- 3.11. The new Plan is envisaged to be in place by mid-2029, and although the Council can currently demonstrate a five-year housing land supply, it may not be able to in the years ahead. It is anticipated that the Council will find the Government’s Housing Delivery Test challenging going forward once the current figures are published by MHCLG in the coming months.
- 3.12. The HDT monitors housing delivery on a rolling three-year average in arrears and compares the average against the then adopted Local Plan requirements for the same period. Last years published results by the government (reflecting the 2023 HDT) demonstrates that the delivery of

housing averaged 87% against the requirement. In any updated results it is forecast to fall because of persistent under delivery over the previous three-year period. As such, it is expected that a 20% buffer would need to be added to the housing requirement moving forwards, unless completion rates (and planning permission rates) increase. Although it is expected that the Council will maintain its five-year housing land supply in the immediate time scale, due to the continued economic uncertainty it may not be the case in the medium term. As such it is advantageous to start an early plan review.

- 3.13. If the Council were to delay reviewing its Local Plan until the SDS has been adopted in 2029/2030, housing supply could be constrained as there would be no new site allocations in place until 2032/33 at the earliest for the area covered by the former North Norfolk District Council. While there is something of a mismatch between the timing of the different types of plans, this is inevitable when a new tier of plan-making is established. However, as emphasised in the instructions from Ministers highlighted above, government clearly does not want to see delays in reviewing Local Plans.

#### **4. Corporate Priorities**

- 4.1. Local Plans give councils the unique ability to shape land-use across administrative areas, which makes it one of the most influential documents councils prepare. A Local Plan influences government and stakeholder policy on matters like inward investment for jobs growth and infrastructure, locally it is the basis on which local communities can write a neighbourhood plan for their town or village, and on a day-to-day basis it guides every planning application that is determined.
- 4.2. Delivering and ensuring that the Local Plan remains current is a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A Strong, Responsible & Accountable Council

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

##### **Budget**

- 5.1. A costed budget for the project would need to be scoped out. The current Local Plan budget (excluding staff costs) remains healthy with a year-end balance expected to be in the region of £300,000. The budget for future Local Plan review has been funded since 2018/19 by £50,000 increments each year from the Council's planning reserve. As detailed above in paragraphs 2.11-2.12, the government has committed to providing support and resources to assist. Officers have submitted an expression of interest to MHCLG for Local Plan financial support. If successful, it is estimated that an additional £120,000 could be granted from central government. This could be spent on supporting the Local Plan production through preparing and updating the evidence base, technical studies, including that of hiring consultants to undertake these and/or a proportion could be allocated for recruitment.

- 5.2. The production of the last Local Plan cost in the region of approx. £540,000, (excluding staff costs), however this took approx. 9 years. Although much of the evidence base is still required, the process has been streamlined with the governments expectation that once Gateway 1 is reached the project will be completed in 30 months. Evidence however needs to be proportionate, and it is expected that not all of the adopted evidence base will be required to be updated.

### **Staffing & digitalisation**

- 5.3. The new plan-making process will be significantly resource intensive, and work in this area will be in addition to the existing workloads undertaken by the current planning policy team.
- 5.4. Supported by appropriate investment around the opportunities for the digitalisation of plan-making, the existing planning policy staff resource will need to be reviewed in order to deliver the statutory requirements (inclusive of collaboration & joint commissioning of work with other parties)
- 5.5. In recent times, significant cost savings have been made in the policy team budget from the non-replacement of staff and the team is considered to be operating at capacity. A review of staffing and budget requirements to support delivery of the statutory requirements will be needed.

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

*The financial impacts and their timings over the next 34 months will be determined by the Assistant Director of Planning in the coming months. Any unbudgeted costs in delivery will be first sought from the existing Planning and Land Charges Ear Marked Reserves.*

### **6. Legal Implications**

- 6.1. By adopting its Local Plan on 17 December 2025, the Council has completed its Plan under the legacy system before the commencement of the new plan-making regime. This places the Council in a stronger and more flexible position than authorities with emerging Plans still at Regulation 18, 19, or examination stages, because with the plan already in force it is capable of guiding development in the interim with full statutory weight.
- 6.2. It is a legal requirement to have a Local Plan for the Councils' administrative area outside the Broads Authority Area. The planning system remains planned and the government is committed to achieving universal Local Plan coverage. Secondary regulations to commence plan-making under the new system as set out in the LURA are expected to be laid before parliament shortly.

### **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. There are a number of current risks which are not considered exhaustive:

- Digitalisation: MHCLG's digital planning team emphasises that new digital tools and standards are central to the new plan-making system. The new plan system imposes digital standards for data formats, spatial policies and interactive mapping. There remains risk around falling behind without early identification and investment in appropriate plan making systems.
- Funding: Although the government has indicated at least £14m to support plan-making nationally, full details of long-term funding, capacity programmes, and resource allocation have not yet been confirmed. Additional MHCLG funding for NNDC has not been confirmed at the time of writing.
- National policy: ongoing uncertainty around NPPF changes and continued national reforms can disrupt plan preparation.
- New system: the new 30-month process, incorporating gateways, stages assessment and upfront resources is not tried and tested and considered challenging with high chance of delay or failure due to the new requirements and compressed timelines.
- Resource constraint: insufficient budget, and a challenging recruitment market.
- External stakeholder capacity constraints: increased pressures and abilities of existing stakeholders to respond through engagement in the required times.
- Governance: Procrastination and internal decision-making delays as well as Member governance.
- Local government reform: ongoing uncertainty, and involvement in due process of the SDS provides uncertainty and potential disruption to plan making.

## **8. Net Zero Target**

8.1. No assessment has been made against the Council's Net Zero 2030 Strategy & Climate Action Plan.

## **9. Equality, Diversity & Inclusion**

9.1. Any new Plan would need to undergo Equality Impact Assessment, (EqIA) in accordance with The Equality Act 2010, as amended 2023

## **10. Community Safety issues**

10.1 The current Plan includes in its policies requirements for integrated design that reduces opportunities for crime and antisocial behaviour to help create safe, secure and accessible environments. Norfolk Constabulary remain a consultee and can advise planning applicants on matters such as design and layout to reflect best practice in this area. The constabulary are also a statutory consultee in plan-making.

## **11. Conclusion and Recommendations**

11.1 Production of a new Local Plan at this time is necessary in line with instruction from MHCLG, statutory and emerging secondary legislation, and published guidance. Based on the Government's current policy, all indications are that any new Local Plan will need to be based around boosting the supply of new homes, plus other key land-use considerations. These include: employment, retail, leisure, and commercial development; infrastructure for transport, telecommunications, water, and energy generation, as well as community facilities like healthcare and education. Given the direction of travel, undertaking a plan review and the continued engagement through the NSPF is the only realistic option to meet the additional homes and jobs in a sustainable and timely manner.

11.2 Whilst it is understandable that there may be reticence at a time of change for local government about embarking on a new round of plan-making relatively soon after adopting the current NNLP, a number of factors as set out in the report and in Appendix 1 dictate that there is both a clear need and a statutory duty to begin preparations to update the Local Plan at this time.

### **11.3 Recommendations**

**That Cabinet resolves:**

- 1) To progress the review of the NNDC Local Plan in line with Government expectations and statute requirements.**
- 2) To continue working to inform and influence the future production of a Spatial Development Strategy including engagement and collaborative work through the Norfolk Strategic Planning Framework.**

## **Appendices**

Appendix 1: Overview of the new Plan making system and regulatory requirements

## Appendix 1: Overview of the new plan making system and regulatory requirements

This appendix accompanies the 9<sup>th</sup> March 2026 Cabinet Report ‘Potential Local Plan Review’ and provides further information on:

- 1) [Overview of the new Plan-making system](#)  
A brief overview of the new plan making system along with relevant context for North Norfolk District Council.
  - 2) [Getting ready to prepare a new plan](#)  
Details of the step-by-step process for getting ready to undertake a new plan.
  - 3) [Summary of the New Plan Making Regulations](#)  
A detailed summary of the step-by-step process for plan-making, as anticipated via the emerging new plan-making regulations.
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### 1. Overview of the New Plan-Making System

#### 1.1 Introduction

The government [published guidance](#) and a [Ministerial Statement](#) on 27<sup>th</sup> November 2025 confirming that a **new local plan-making system will come into force in early 2026**. This constitutes central government policy, pending the enactment of new plan-making regulations.

Key elements of the new plan-making system include:

- A new **30-month statutory plan-making cycle**, intended to speed up preparation and ensure universal coverage across England.
- A requirement for **shorter, clearer, more accessible Local Plans**.
- An expectation towards the use of **digital tools** to make the process faster and more efficient.
- New **plan-making regulations** detailing the procedural requirements, to be published early in 2026 (not currently laid before parliament).
- Early plan-makers must **have regard to the consultation draft of the revised National Planning Policy Framework (NPPF)** published in December 2025.

The system is designed to focus on clarity, consistency, and reducing the typical plan production period, which has historically taken many councils over seven years.

#### 1.2 National Policy Underpinning the New System

The December 2025 consultation draft NPPF sets out major policy reforms relevant to new plans, covering:

- Plan-making and decision-making
- Housing supply

- Climate change and sustainable development
- Green Belt (not applicable to NNDC) and land use
- Design, economy, and transport.

The reforms also implement principles from the **Levelling Up and Regeneration Act 2023**, which amend the Planning & Compulsory Purchase Act 2004, including:

- **National Development Management Policies (NDMPs)**
- Replacement of the **Duty to Cooperate** with a flexible alignment policy
- Requirement for LPAs to prepare a **single Local Plan** (as NNDC already does) and to **keep it up to date**
- New duties around how planning data must be provided and processed, aligned to **new data standards** in support of a more digital, standardised plan-making system.

In addition, the reforms introduce new requirements in relation to plan-making from the Planning & Infrastructure Act 2025:

- **Spatial Development Strategies (SDS)**, prepared by new Strategic Planning Authorities (linked to Local Government Reorganisation and the creation of a mayoral area for Norfolk & Suffolk). It is not considered that a SDS would be adopted within the new plan-making system timeline but scoping and partnership working is taking place through the Norfolk Strategic Planning Framework.

### 1.3 Implications for North Norfolk District Council (Post-Adoption)

By adopting its Local Plan on **17 December 2025**, the Council has completed its plan under the legacy system before the commencement of the new plan-making regime.

This places the Council in a stronger and more flexible position than authorities with emerging plans still at Regulation 18, 19, or examination stages, because:

- The plan is already in force and can guide development in the interim with full statutory weight.
- NNDC can prepare for its next plan under the new system from a clean starting point.
- The recent adoption of the Local Plan means that many policies may already be aligned to changing national policy or may not require significant update.

### 1.4 Commencing a New Local Plan

The Government encourages LPAs not intending to submit a plan under the existing system by December 2026 to begin plan-making under the new system **as soon as possible**, to ensure up-to-date plans are in place.

However, local planning authorities who submitted a plan for examination on or before 12 March 2025 (as applies to NNDC) with an emerging housing requirement that was meeting less than 80% of local housing need (as applies to NNDC, based on the [new standard method for calculating housing need](#)) will be required by regulations<sup>1</sup> to publish their 'Notice to

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<sup>1</sup> As of 13 February 2026, these regulations have not yet been laid before Parliament.

Commence Plan-Making' by **30 June 2026** and their **Gateway 1 self-assessment** by **31 October 2026**.

Further details of this are summarised in Sections 2 & 3, and can be read in full using the [plan-making regulations explainer](#).

For NNDC:

- The current adopted plan provides security and statutory coverage for the short-medium term.
- The Council's next plan should start under the new system by 30 June 2026, pending formal enactment of new plan making regulations.
- Starting early will allow NNDC to align with:
  - The consultation draft NPPF (Dec 2025) or the approved NPPF.
  - Emerging regulations for the new 30-month process.
  - Requirements of the Levelling Up & Regeneration Act 2023 and Planning & Infrastructure Act 2025.

## 1.5 Conclusion

North Norfolk District Council is in a favourable position following the adoption of its Local Plan on 17 December 2025. With the new plan-making system coming into force in early 2026, NNDC can now:

- Meet the examining inspector's request for early review and the Government's requirement for review by starting to prepare a new Local Plan by 30 June 2026 under the new 30-month system.
- Align with the new national policy framework and new local planning regulations from the outset.
- Benefit from a modernised, streamlined plan-making process supported by clear guidance and digital tools.

This approach will ensure NNDC remains compliant, forward-looking, and well-positioned to manage growth, infrastructure, and environmental considerations over the coming years.

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## 2. Getting ready to prepare a new plan

The new system builds in preparation time and a requirement to demonstrate what preparatory work has been completed **before** starting the 30-month plan making process.

This period ends once the '**Gateway 1 Self Assessment**' is completed, and this marks the formal start of the 30-month timeline. For North Norfolk District Council, the Gateway 1 Self-Assessment must be completed by 31 October 2026.

Before starting the 30-month plan preparation process, the Council must:

- prepare and publish the first version local plan timetable in line with the data standards

- publish a [notice of intention](#) to commence a new plan at least 4 months before you intend to pass through Gateway 1 (by 30 June 2026)
- invite early engagement from stakeholders by running a scoping consultation

Getting ready for a new plan means making progress in the following five areas:

### **Step 1: Preparing and publishing a local plan timetable**

A timetable showing how the Council will prepare and adopt a plan within a 30-month timetable must be published before or at the time of issuing a [notice of intention](#) to commence a new plan.

### **Step 2: Establishing project management and governance**

By Gateway 1, it is recommended that the Council has put in place:

- a robust approach to manage, govern, resource and finance the preparation of the plan that is going to allow you to deliver the local plan timetable
- identified potential risks and have effective processes in place to monitor, manage and mitigate them
- involved all relevant teams and decision makers in designing, testing and signing off your approach

### **Step 3: Consulting and engaging on the plan**

By Gateway 1, the Council must complete a scoping consultation addressing matters including what the plan should contain and how we will engage with stakeholders going forward. Regulations will detail the consultation bodies which must be invited to submit their views. It is recommended to also have in place:

- a strategy for engagement, having regard to government guidance and engaging with key decision makers
- clear processes to increase participation from a diverse range of stakeholders, using digital and traditional methods.

### **Step 4: Scoping the anticipated content of the plan**

By Gateway 1, the Council should have:

- a clear understanding of the proposed scope of the new plan (the main areas or locally specific subject matters it will address, based on data from the existing local plan, as well as information gathering, baselining and early engagement)
- used [baselining](#) and engagement activities to [draft a vision](#), including identifying measurable outcomes to monitor progress towards that vision
- identified and scoped evidence needs and have a plan to deliver this
- an understanding of the likely levels of development required
- an understanding of the high-level and conceptual spatial options to deliver development needs as well as topics that may require specific policies

## Step 5: Starting your Strategic Environmental Assessment (SEA)

By Gateway 1, to have identified:

- relevant environmental protection objectives for your SEA at international, national or community level
- other relevant plans or programmes baseline information against which to assess the environmental impact of the plan, including the environmental characteristics of the area likely to be significantly affected, existing environmental problems and key receptors

Guidance on SEA will be available soon.

### Readiness checker

A [readiness checker](#) has been devised to enable tracking of progress against the above recommendations, in a RAG status format.

It is recommended that progress is tracked frequently as any red status areas may indicate significant work is required before Gateway 1 can be passed.

### Project Initiation

A Projection Initiation Document (PID) should be developed early on to help organise, plan and record the preparatory work for the plan in a structured way, and to be updated as needed.

As a minimum, we expect the PID to include detailed information about:

- the scope of the plan and relationship with other plans
- the strategy for engaging with communities and other key stakeholders
- detailed project planning to underpin the local plan timetable
- our governance and decision-making arrangements
- the resources and skills needed to oversee and deliver the plan
- how the Council will fund work on the plan
- details of key risks to delivering the plan and suitable mitigations

Any such PID will be prepared based on the Council's procedures for managing large projects. A [template](#), however is available.

Further information can be found at: [Getting ready to prepare a new plan - GOV.UK](#)

### 3. Summary of the New Plan-Making Regulations

The government has published guidance so that LPAs can see the direction of travel for the new plan making system, and an explanation as to what the new plan-making regulations will require for plan-making **once enacted**.

The [Rollout of the new local plan-making system - GOV.UK](#) provides the central government policy basis in relation to commencing local plan making for those LPAs with plans submitted under the 2024 NPPF transitional arrangements (as applies to North Norfolk District Council).

For North Norfolk District Council this guidance states that the Council must publish a notice of intention to commence plan-making by **30 June 2026** and publish the Gateway 1 self-assessment by **31 October 2026**.

#### 3.1 Plan-making regulations explainer

The [plan-making regulations explainer](#) describes what the Government intends to set out in forthcoming regulations. As of 13<sup>th</sup> February 2026, these regulations have not yet been laid in parliament.

- The proposals may be subject to change prior to the regulations being introduced.
- When published, the regulations and any associated explanatory memorandum will supersede this document.

#### 3.2 Context

- The plan-making reforms are intended to support achieving universal local plan coverage and a faster, clear and more accessible process for preparing plans.
- Commencement regulations for the new plan-making system in England are expected shortly.
- Regulations setting out the detailed process for preparing new-style plans are expected to come into effect early in 2026 (but as of 26 January 2026 these have not yet been laid before parliament). These regulations will supersede the Local Planning Regulations 2012, make consequential amendments to other regulations and set out transitional arrangements for those still preparing plans under the old system (the latter is not applicable to NNDC).

#### 3.3 Local plan-making process

- The diagram below illustrates the sequence of the key local plan-making steps which will be required under Part 2 of the Planning and Compulsory Purchase Act 2004 (“PCPA 2004”) (once amended by Schedule 7 to The Act) and the new regulations:



### 3.4 Preparation, form and content of local plans

- Regulations will require that local planning authorities begin formal preparation of a new local plan **within 5 years** of adopting their previous local plan.
- Local planning authorities who submitted a plan for examination on or before 12 March 2025 (applies to NNDC) with an emerging housing requirement that was meeting less than 80% of local housing need (applied to NNDC, based on the [new standard method for calculating housing need](#)) will be required by the new regulations to publish their 'Notice to Commence Plan-Making' by **30 June 2026** and their Gateway 1 self-assessment by **31 October 2026**.
- Publication of the Gateway 1 Self-Assessment summary is the formal start of the plan-making process.
- A local plan must **contain a vision** for the future of the local planning authority's area, and **no more than ten measurable outcomes** to support that vision.
- It may also include **aims and objectives**, including how the authority proposes to achieve the vision for the area.
- The local plan must be published online in a searchable electronic format.

- If a local plan contains a policy that the local planning authority considers supersedes another policy in the development plan, then the local plan will be required to state this and identify the superseded policy. (Development plans can contain policies from several documents - Local Plans, Neighbourhood Plans, Minerals and Waste Plans, etc. Sometimes new plans introduce policies that update older ones, contradict older ones, or cover the same content in a more recent way. This rule ensures there's no confusion about which policy takes precedence)

### 3.5 Step 1: Publish local plan timetable

- The Act replaces the existing requirement to adopt a Local Development Scheme with a new requirement to **prepare and maintain a local plan timetable**.
- The regulations will prescribe **plan-making milestones** which all LPAs will report against.
- The regulations will prescribe when LPAs **must revise their timetable**.
- Where necessary, LPAs must revise their timetable every month.
- The timetable must be available alongside the Notice of Intention to commence local plan preparation.
- It must be in **plain English format**, and in line with supporting planning data regulations and technical specifications. See [Local plan timetable | Planning Data](#)

### 3.6 Step 2: Publish a Notice of Intention to commence local plan preparation

- This notice must be published **at least four months** before publishing the Gateway 1 Self-Assessment summary (to give stakeholders advanced notice so they can understand when and how they can get involved).
- The notice must include:
  - details of the local planning authority which has prepared the notice, including the area to which their local plan will apply
  - where the local plan timetable is published
  - if the local plan is to be a joint plan, which other authorities are participating in its preparation

### 3.7 Notifications and consultation summaries

#### Notifications

- Specific persons will need to be notified of key events in the plan-making process, such as the publication of consultations and the publication of observations or advice following **Gateway 2** and **Gateway 3**.
- The Council will be required to notify stakeholders that have opted-in to be notified at one of the mandatory consultation or key stages in the plan-making process:
  - mandatory consultations
  - publication of gateway observations and advice
  - submission of the local plan for independent examination
  - publication of the recommendations and reasons of the examiner
  - adoption of the local plan

## Consultation summaries

Consultation summaries must be published following each consultation period required under the regulations. Each summary must include:

- details of the bodies that were invited to make representations.
- how they were invited to make representations.
- a summary of the main issues raised in the representations received
- how the Council has, to date, had regard to the representations received.

A **summary of scoping** consultation must be published prior to the consultation on proposed local plan content and evidence.

A **summary of consultation on proposed local plan content and evidence** must be published prior to the seeking of observations and advice at **Gateway 2**.

A **summary of consultation on the proposed local plan** must be published prior to the seeking of observations and advice at **Gateway 3**.

### 3.8 Step 3: Scoping consultation

To provide meaningful early engagement in the plan-making process, representations must be invited on matters including what the plan should contain and how future engagement on the plan should be carried out. This must take place after or alongside publishing the notice of intention to commence local plan preparation. Representations must be invited from defined general and specific consultation bodies and representations can be made by any persons, including local residents.

The regulations will not specify a minimum consultation period for this stage, but it must conclude prior to the publication of the Gateway 1 self-assessment summary.

### 3.9 Step 4: Gateway 1: Self-assessment of readiness for local plan preparation

LPA's will be required to prepare and publish a self-assessment summary which sets out details of their readiness for local plan preparation. It will cover:

- project management and governance arrangements
- the timetable for the preparation of the plan
- consultation and engagement
- anticipated local plan content
- environmental assessments

The self-assessment summary must be published **no earlier than 4 months** after the publication of the notice of intention to commence local plan preparation and, in any event, must be after the conclusion of the scoping consultation.

The [Rollout of the new local plan-making system - GOV.UK](#) makes clear that LPA's must complete Gateway 1 Self-Assessment by 31 October 2026 where:

- the plan was **submitted for examination on, or before 12 March 2025**

- the housing requirement in the plan as submitted for examination was **meeting less than 80 per cent of local housing need, calculated using the standard method in national planning practice guidance 2024**
- the plan as submitted did not relate to an area in which there was an operative **Spatial Development Strategy (SDS)**

As all of the above apply to North Norfolk District Council, the Gateway 1 Self-Assessment must be completed by **31 October 2026**.

Publishing the Gateway 1 self-assessment marks the start of the statutory 30-month plan-making timetable.

### **3.10 Step 5: Consultation of proposed local plan content and evidence**

Between publication of the scoping consultation summary and the beginning of Gateway 2, the Council must, for a minimum six-week period, consult on their proposed local plan content and evidence.

The proposed local plan content and evidence relevant to this consultation will include:

- proposed vision and proposed measurable outcomes
- proposed aims and objectives
- a summary of the proposed approach in relation to planning policies
- a summary of the evidence intended to support the local plan
- any further supporting information considered to be appropriate

### **3.11 Map of proposed local plan policies**

A map visually illustrating the geographical application of proposed local plan policies must be made available for the consultation on the proposed local plan. It must also be submitted for Gateway 3 and examination of the plan.

### **3.12 Step 6: Gateway 2: observations or advice from an appointed person**

Prior to consulting on the proposed local plan, the Council must seek 'observations and advice' from the Gateway 2 assessor.

They must seek observations and advice in relation to progress towards preparing a sound plan, in line with the tests of soundness set out in the National Planning Policy Framework; meeting some of the Gateway 3 prescribed requirements; and what further work could be carried out by the Council.

The Council must submit to the Gateway 2 assessor the documents and information that it considers necessary to seek this feedback.

As soon as is reasonably practicable after receiving the observations and advice, the Council must publish them; notify any person who requested to be notified; and send a copy of the observations and advice to any body or person identified or referred to in them.

### **3.13 Step 7: Consultation on the proposed local plan**

Between Gateways 2 and 3, the Council must consult on the proposed local plan submission documents, including (but not limited to):

- the proposed local plan
- the map of proposed local plan policies
- details of the evidence gathered to support the proposed local plan
- details relating to the scoping consultation and consultation on proposed local plan content and evidence, including a summary of the main issues raised by respondents and how those main issues have been addressed in the proposed local plan

### **3.14 Conformity with operative spatial development strategy**

Where a local plan is being prepared within an area with an operative spatial development strategy (SDS), the Council would be required to consult the relevant spatial development strategy authority to seek their views about whether the proposed local plan is in general conformity with the strategy.

**Note:** It is not considered that a SDS would be operable in North Norfolk within the 30-month timetable for preparing a new-style Local Plan.

### **3.15 Step 8: Gateway 3: prescribed requirements assessment by an appointed person**

The regulations will require the Council to seek 'observations and advice' from the Gateway 3 assessor on whether the prescribed requirements are met in relation to the proposed local plan. The proposed plan must meet the prescribed requirements (to be set out in the regulations) in order to pass Gateway 3.

The Council must submit a 'Statement of Compliance' to inform the Gateway 3 assessment. This will set out matters including how the proposed plan complies with the prescribed requirements.

A statement of soundness must also be submitted, detailing how the Council considers that its evidence demonstrates that the plan is sound. Soundness will be tested at the examination. The Council must also submit further documents, including:

- a statement setting out a summary of the consultation and engagement activities
- a summary of consultation on the proposed local plan
- an environmental report
- a statement setting out the practical arrangements demonstrating readiness for examination.

The Gateway 3 assessor must provide their conclusion on whether each prescribed requirement is met in writing, together with an explanation for each conclusion.

Following confirmation from the Gateway 3 assessor that the prescribed requirements have been met, the Council must make available both a statement confirming that Gateway 3 has been completed and the Gateway 3 submission documents as they were submitted to the Gateway 3 assessor.

Where a Gateway 3 assessor concludes that the proposed local plan does not meet one or more of the prescribed requirements, the Council will be required to repeat Gateway 3.

### **3.16 Step 9: Examination**

When the Gateway 3 assessor concludes that the proposed local plan meets the prescribed requirements, it must then be submitted for independent examination.

The regulations will set out the documents that must be submitted to accompany the local plan, including:

- the map of proposed local plan policies
- a Gateway 3 completion statement
- a summary of the consultation and engagement activities carried out
- a summary of consultation on the proposed local plan
- a statement of compliance
- a statement of soundness
- an environmental report

Prior to the opening of an examination hearing, the Council must make available the date, time and place of where the hearing is to be held and notify any person who requested to be notified.

The purpose of the examination is to determine whether it is reasonable to conclude that the local plan is sound, in line with the tests of soundness set out in the National Planning Policy Framework.

Where the appointed examiner identifies that further work is required for the plan to be sound, and decides that the examination is to be paused, the regulations will set out that the maximum length of the pause is 6 months.

The Council must publish the recommendations and reasons received from the examiner as soon as is reasonably practicable after receipt and notify any person who requested to be notified.

### **3.17 Step 10: Adoption, withdrawal or revocation of a local plan**

When adopting a local plan, as soon as reasonably practicable after adoption, the Council must make available:

- the local plan
- an adoption statement

A copy of the adoption statement must be sent to any person who requested to be notified of adoption of the plan.

The regulations will set out the steps the Council must take on withdrawal or revocation of a local plan.

After a local plan has been submitted for examination, the Council may only withdraw the plan if the examiner recommends that they do so or if the Secretary of State directs that the plan is to be withdrawn.

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**Resources:**

[Rollout of the new local plan-making system - GOV.UK](#)

[Getting ready to prepare a new plan - GOV.UK](#)

[Planning to Plan in the New Plan-Making System | Local Government Association](#)

[Local Plan Project Initiation Document \(PID\) Template and Guidance | Local Government Association](#)

[Gathering baselining information to inform a local plan - GOV.UK](#)

[Preparing a local plan vision - GOV.UK](#)

[Plan-making regulations explainer - GOV.UK](#)

[Giving notice of your plan-making - GOV.UK](#)

[Create or update a local plan using the new system - GOV.UK](#)

[Proposed reforms to the National Planning Policy Framework and other changes to the planning system - GOV.UK](#)

[Levelling-up and Regeneration Act 2023 \(Part 3, Chapter 1\)](#)

[Levelling-up and Regeneration Act 2023 \(Part 3, Chapter 2\)](#)

[Housing and economic needs assessment - GOV.UK](#)

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<b>Biodiversity Duty Report 2022-2025</b>	
<b>Executive Summary</b>	<p>This is the Council's first Biodiversity Duty report, which relates to the statutory duty first introduced by Section 40 of the Natural Environment and Rural Communities (NERC) Act in 2006, that was further strengthened by the Environment Act 2021 (Sections 102 and 103).</p> <p>The duty requires all public authorities in England to actively conserve and enhance biodiversity when exercising their functions and, legally requires them to publish a Biodiversity Duty report to provide the specific information to evidence how the duty has been met.</p> <p>As North Norfolk District Council's first consideration of the Biodiversity Duty, the report covers the following required matters:</p> <ul style="list-style-type: none"> <li>• Section 1 sets out the Council's approach to conserving and enhancing biodiversity within the reporting period, January 2022 – December 2025 in relation to its strategies, policies, objectives, and actions for biodiversity.</li> <li>• Section 2 reflects on the projects and actions that will continue to deliver direct and indirect biodiversity enhancements during the next three-year reporting period, January 2026 – December 2028.</li> <li>• Section 3 details the Council's actions to meet biodiversity net gain obligations. These include evidence of the biodiversity net gains resulting from biodiversity gain plans that have been approved between February 2024 - December 2025.</li> <li>• Section 4 considers the monitoring tools that have and will continue to be utilised in order to track and report on the Council's relevant priorities, strategies and policies for the next reporting period (2026-2028).</li> </ul> <p>To meet the statutory requirements, the Council's Biodiversity Duty report must be published within 12 weeks of the reporting period's end. With a reporting period ending 31 December 2025, the Council's publication deadline is <b>25 March 2026</b>.</p> <p>Appendix A – The Biodiversity Duty Report (2022-2025)</p>
<b>Options considered</b>	As a legal requirement, no other options have been considered.
<b>Consultation(s)</b>	The Biodiversity Duty report has been informed by internal consultation with a number of different services within the Council that contribute directly and indirectly to conserve and enhance biodiversity.
<b>Recommendations</b>	<b>That Cabinet:</b>

	<ol style="list-style-type: none"> <li>1) Endorse the publication of the Biodiversity Duty report by no later than 25 March 2026 in order to comply with the statutory requirements of the Environment Act 2021.</li> <li>2) Agree the subsequent reporting period for the next Biodiversity Duty report to be from 1 January 2026 – 31 December 2028.</li> <li>3) Delegates authority to the Assistant Director for Planning to make any further necessary amendments, as required.</li> </ol>
<b>Reasons for recommendations</b>	A legal requirement for public authorities to publish their first Biodiversity Duty Report by no later than 26 March 2026.
<b>Background papers</b>	<a href="#">NNDP Corporate Plan</a> (2023 to 2027) <a href="#">Environmental Charter</a> (November 2025) <a href="#">Decarbonisation Strategy</a> (2025 – 2028) <a href="#">Decarbonisation Action Plan</a> (June 25 – March 27) <a href="#">North Norfolk Local Plan 2024 – 2040</a> (December 2025)

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Andrew Brown
<b>Contact Officer</b>	Ben Jervis, Senior Landscape Officer <a href="mailto:Ben.jervis@north-norfolk.gov.uk">Ben.jervis@north-norfolk.gov.uk</a>  Caroline Dodden, Senior Planning Officer <a href="mailto:Caroline.dodden@north-norfolk.gov.uk">Caroline.dodden@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	Priority 1: Our Greener Future - continue to work to create a cleaner, green and zero-carbon future for Norfolk.
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	The Biodiversity Duty report draws on the priorities and policies in the following strategies and plans: <a href="#">Environmental Charter</a> (November 2025) <a href="#">Decarbonisation Strategy</a> (2025 – 2028) <a href="#">Decarbonisation Action Plan</a> (June 25 – March 27) <a href="#">North Norfolk Local Plan 2024 – 2040</a> (December 2025)

<b>Corporate Governance:</b>	
Is this a key decision	No

Has the public interest test been applied	No
Details of any previous decision(s) on this matter	None

## 1. Purpose of the report

- 1.1 The purpose of this report is to present Members with the Council's first Biodiversity Duty report (Appendix A), which contains the required biodiversity information and evidence to ensure the Council meets its statutory duty to publish the report by no later than 25 March 2026.

## 2. Introduction & Background

- 2.1 The production of the Biodiversity Duty report is a statutory requirement first introduced by Section 40 of the Natural Environment and Rural Communities (NERC) Act in 2006 and further strengthened by the Environment Act 2021 (Sections 102 and 103). The report serves as an accountability tool to monitor progress toward environmental targets, documents actions taken, and facilitates the sharing of best practices.
- 2.2 The duty requires all public authorities in England to actively conserve and enhance biodiversity when exercising their functions and legally requires them to publish a Biodiversity Duty report to provide specific information as follows, to evidence how the duty has been met:
- A summary of the actions taken to comply with the biodiversity duty during the first reporting period.
  - How the authority plans to comply with the biodiversity duty in the next reporting period.
  - The actions the authority has carried out to meet Biodiversity Net Gain (BNG).
  - Details of BNG resulting, or expected to result, from approved biodiversity gain plans.
  - How the authority plans to meet BNG obligations in the next reporting period.
  - Any other information considered appropriate.
- 2.3 The Biodiversity Duty report has been informed by internal consultation with a number of different services within the Council that contribute directly and indirectly to conserve and enhance biodiversity. Although many corporate projects and actions have been included, there is the potential for further information to be introduced and as such, permission is also sought to update the submission with minor additions
- 2.4 To meet the statutory requirements, the Council's Biodiversity Duty report must be published within 12 weeks of the reporting period's end. Therefore, with a reporting period ending 31 December 2025, the Council's publication deadline for the report is 25 March 2026.

### 3. Proposals and Options

3.1 As the Council's first consideration of the statutory Biodiversity Duty, the report covers the following elements, where Sections 1 – 3 are legally required:

- Section 1 sets out the Council's approach to conserving and enhancing biodiversity within the reporting period, January 2022 – December 2025 by detailing its strategies, policies, objectives, and actions for biodiversity.
- Section 2 reflects on the potential for projects and actions that will continue to deliver direct and indirect biodiversity enhancements during the next three-year reporting period, January 2026 – December 2028.
- Section 3 details the Council's actions to meet the biodiversity net gain obligations. These include evidence of the biodiversity net gains resulting from biodiversity gain plans that have been approved between February 2024 - December 2025.
- Section 4 considers the monitoring tools that have been, and will continue to be, utilised to track and report on the Council's relevant priorities, strategies and policies regarding the conservation and enhancement of biodiversity.

### 4. Corporate Priorities

4.1 The protection and enhancement of biodiversity continue to be a key priority within the Councils Corporate Plan. Where Priority 1: Our Greener Future includes the objectives of:

- Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district.
- Strengthening the ability for local communities to deliver on local environmental ambitions and priorities.
- Continuing to pursue government and external funding for new green initiatives.
- Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place.

### 5. Financial and Resource Implications

5.1 The financial implications arising from the production of the Biodiversity Duty report have been met through existing resources.

#### Comments from the S151 Officer:

*This is a statutory report that in itself does not have any financial impacts.*

### 6. Legal Implications

- 6.1 The publication of a Biodiversity Duty report is a new statutory duty that was fully established by the Environment Act 2021 (Sections 102 and 103).
- 6.2 The duty requires all public authorities in England to actively conserve and enhance biodiversity when exercising their functions and legally requires them to publish a Biodiversity Duty report to provide specific information as detailed in paragraph 2.2, to evidence how the duty has been met. The latest reporting period for a local authorities first Biodiversity Duty report is the 1 January 2026.
- 6.3 The duty requires that the end date of each reporting period for the Biodiversity Duty must be within a maximum of five years of the end date of the previous reporting period, with the publication of the subsequent report being within 12 weeks of the reporting period end date. The report must include the start and end dates of the reporting period.

### **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.*

*As set out in the report, there is an obligation under the legislation for the council to actively conserve and enhance biodiversity when exercising its functions and to publish a relevant biodiversity report.*

## **7. Risks**

- 7.1 It is considered that the risks of taking the decision to publish the Biodiversity Duty report are low, and that the risks of not publishing within the specified time period far out way any disbenefits. The risks of non-compliance are as follows:
- While there may be no immediate financial penalties, failing to publish the Biodiversity Duty report would be in contravention of the Environment Act 2021. The Council could be subject to legal challenges from individuals, groups, or statutory bodies regarding their compliance.
  - Without a report, the Council cannot prove it has met its legal obligation to "conserve and enhance" biodiversity.
  - The report ensures integration with the Norfolk LNRS, Species Conservation Strategies, Protected Site Strategies and BNG obligations. Failing to report could mean that these strategies are not being effectively implemented.
  - The lack of a report would mean the Council does not have a proper baseline for measuring progress, which may hinder future development, particularly in relation to the 10% mandatory BNG.

## **8. Net Zero Target**

- 8.1 No specific assessment has been carried out, as the Biodiversity Duty report does not relate to a specific proposal or project, but instead brings together the combined details relating to the benefits to biodiversity that have been achieved through the Council's strategies, plans, policies and actions across its services. The Biodiversity Duty report clearly aligns with the aims and objectives of the

Decarbonisation Strategy and Action Plan in protecting and enhancing biodiversity, as evidenced in the Biodiversity Duty report.

## **9. Equality, Diversity & Inclusion**

- 9.1 The Biodiversity Duty report does not raise any negative equality, diversity or inclusivity matters, as referenced in the Council's Equality, Diversity and Inclusion Strategy. The actions cited promote equitable access to nature, health and wellbeing benefits and inclusive community engagement.

## **10. Community Safety issues**

- 10.1 The report does not raise any community safety issues.

## **11. Conclusion and Recommendations**

- 11.1 This first Biodiversity Duty report reflects the positive approach the Council has taken to embed the conservation and enhancement of biodiversity within its corporate plan, strategies and local plan. Section 1 demonstrates the range of projects that have been delivered by the Council, and those in partnership, between 2022 and 2025 that benefit biodiversity. In addition, the Council has provided many opportunities for schools, community groups and volunteers to engage in conservation work that protects and enhances biodiversity.
- 11.2 This legacy is set to continue into the next reporting period, which is recommended to be a three-year period from 1 January 2026 – 31 December 2028.

## **Recommendations**

### **That Cabinet:**

- 1) Endorse the publication of the Biodiversity Duty report by no later than 25 March 2026 in order to comply with the statutory requirements of the Environment Act 2021.**
- 2) Agree the subsequent reporting period for the next Biodiversity Duty report to be from 1 January 2026 – 31 December 2028.**
- 3) Delegates authority to the Assistant Director for Planning to make any further necessary amendments, as required.**

**Appendix A – Biodiversity Duty Report.**

North Norfolk District Council

# Biodiversity Duty Report 2022 -2025

The first Biodiversity Duty Report of North Norfolk District Council that provides information about the Council's approach to conserving and enhancing biodiversity (2022-2025), including the actions carried out to meet biodiversity net gain obligations and details of biodiversity net gains resulting from biodiversity gain plans that have been approved between February 2024 – December 2025.

February 2026

**North Norfolk District Council  
Planning Policy Team**

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**All documents can be made available in  
Braille, audio, large print or in other languages.**

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# Biodiversity Duty Report 2022 -2025

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## Glossary of Acronyms

# Biodiversity Duty Report 2022 – 2025

## Introduction

The statutory [Biodiversity Duty](#) was first introduced by Section 40 of the Natural Environment and Rural Communities (NERC) Act in 2006 which required that:

***‘Every public authority must, in exercising its functions, have regard, as far as is consistent with the proper exercise of these functions, to the purpose of conserving biodiversity’.***

In 2021 the Environment Act (Sections 102 and 103) strengthened this duty by amending Section 40 of NERC Act, requiring all public authorities in England to actively conserve and enhance biodiversity when exercising their functions.

As a public authority and local planning authority, the duty legally requires North Norfolk District Council (NNDC) to publish a Biodiversity Duty report that provides:

- A summary of the actions taken to comply with the biodiversity duty during the first reporting period.
- How the authority plans to comply with the biodiversity duty in the next reporting period.
- The actions the authority has carried out to meet Biodiversity Net Gain (BNG).
- Details of BNG resulting, or expected to result, from approved biodiversity gain plans.
- How the authority plans to meet BNG obligations in the next reporting period.
- Any other information considered appropriate.

As the first consideration of the statutory Biodiversity Duty, Section 1 of the report sets out the Council’s approach to conserving and enhancing biodiversity within the reporting period, 1 January 2022 – 31 December 2025 in relation to its strategies, policies, objectives, and actions for biodiversity.

Section 2 reflects on the projects and actions that will continue to deliver direct and indirect biodiversity enhancements during the next three-year reporting period, 1 January 2026 – 31 December 2028, and Section 3 details the Council’s actions to meet biodiversity net gain obligations. These include evidence of the biodiversity net gains resulting from biodiversity gain plans that have been approved between 12 February 2024 – 31 December 2025. Finally, Section 4 considers the monitoring tools that have, and will continue to be, utilised to track and report on the Council’s relevant priorities, strategies and policies for the next reporting period (2026-2028).

To meet the statutory requirements, the Biodiversity Duty report must be published within 12 weeks of the reporting period’s end. Therefore, with a reporting period ending 31 December 2025, the Council’s publication deadline is **25 March 2026**.

## Section 1: Policies, Objectives and Actions for biodiversity

The Council declared a climate emergency in April 2019, which has ensured that environmental considerations are at the heart of all service delivery. As a result of this declaration, the Council adopted its first Environmental Charter in May 2021 and its first Net Zero 2030 Strategy & Climate Action Plan in 2022. Both of these key documents have been updated in 2025, with the overarching objective of achieving Net Zero emissions across Council operations by 2030.

The importance of conserving and enhancing biodiversity has been recognised and incorporated across numerous corporate strategies, policies, partnerships, and actions during the first reporting period (2022-2025), which are summarised below.

### 1.1 The Council's Strategies, Policies and Objectives

Strategy/ Policy document	Summary of relevance to biodiversity
<a href="#">NNDC Corporate Plan</a> (2023 to 2027)	Priority 1: Our Greener Future – ‘continue to work to create a cleaner, green and zero-carbon future for Norfolk’ and which includes, <ul style="list-style-type: none"> <li>• Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district.</li> <li>• Strengthening the ability for local communities to deliver on local environmental ambitions and priorities.</li> <li>• Continuing to pursue government and external funding for new green initiatives.</li> <li>• Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place.</li> </ul>
<a href="#">Environmental Charter</a> (November 2025)	Developed following community engagement, the Charter states the Council's commitment to action in light of the declaration of a Climate Emergency in 2019. The Charter sets out: <ul style="list-style-type: none"> <li>• the steps that the Council is taking to achieve net-zero carbon emissions across its estate and operations by 2030.</li> <li>• what the Council will do as community leaders to meet the challenges of the climate change emergency across the district.</li> <li>• what local residents and businesses can do to address the climate emergency and help promote environmental excellence.</li> </ul>
<a href="#">Decarbonisation Strategy</a> (2025 – 2028) & supporting <a href="#">Decarbonisation Action Plan</a> (June 25 – March 27) (November 2025)	The Strategy and supporting Action Plan outlines the steps the Council will take to reduce its emissions from its operations and estate by 2030, and the steps it will take to assist the reduction in wider community emissions within the district by 2045. These include: <ul style="list-style-type: none"> <li>• prioritising offsetting to take full advantage of the co-benefits of offsetting, including Nature-based Solutions (NbS), such as carbon sequestration through tree planting.</li> <li>• collaborate with developers and landowners, using the Council's Local Plan and legislation, regarding</li> </ul>

	<p>Biodiversity Net Gain to maximise opportunities for decarbonisation.</p> <ul style="list-style-type: none"> <li>• work with local and national environmental and wildlife groups to protect and enhance the special landscape of North Norfolk and its potential to sequester carbon in its peatland, saltmarsh, and other habitats.</li> </ul>
<p><a href="#">North Norfolk Local Plan 2024 – 2040</a> (December 2025)</p>	<p>The protection, conservation and enhancement of the natural environment and the valuing of green infrastructure form a strategic aim of the Local Plan that is embedded within many of the policies of the recently adopted North Norfolk Local Plan. The policies of particular relevance to biodiversity are:</p> <ul style="list-style-type: none"> <li>• Policy CC1 Delivering Climate Resilient Sustainable Growth.</li> <li>• Policy CC10 Biodiversity Net Gain.</li> <li>• Policy CC11 Green Infrastructure.</li> <li>• Policy CC12 Trees, Hedgerows &amp; Woodland.</li> <li>• Policy ENV1 Norfolk Coast National Landscape.</li> <li>• Policy ENV2 Protection &amp; Enhancement of Landscape &amp; Settlement Character.</li> <li>• Policy ENV4 Biodiversity &amp; Geodiversity.</li> <li>• Policy ENV5 Impacts on Internationally Designated Sites: Recreational Impact Avoidance &amp; Mitigation Strategy (GIRAMS).</li> </ul>
<p><a href="#">Neighbourhood Plans</a></p>	<p>To date there are five made Neighbourhood Plans (NP) within the district: Blakeney (November 2023) Corpusty &amp; Saxthorpe (April 2019), Holt (August 2023), Ryburgh (June 2021) and Wells-next-the-Sea (July 2024), which all include biodiversity related policies as follows:</p> <ul style="list-style-type: none"> <li>• Blakeney NP: Policy 11 - Biodiversity &amp; Accessibility</li> <li>• Corpusty &amp; Saxthorpe NP: Policy E2 – Protection and Enhancement of Local Biodiversity.</li> <li>• Holt NP: Policy HOLT3 - Green Infrastructure.</li> <li>• Ryburgh NP: Policy 9 - Ecological Network.</li> <li>• Wells-next-the-Sea NP: Local Green Spaces.</li> </ul>

## 1.2 Partnership Strategies

The Council acts as a partner or stakeholder in a range of groups which contribute to conserving biodiversity, some of which prepare and produce strategies or guidance documents to support the statutory duties of the Council.

<b>Strategy/ Partnership</b>	<b>Summary of relevance to biodiversity</b>
<p><a href="#">Norfolk Climate Change Partnership</a> (NCCP)</p>	<p>An ongoing county wide collaboration of local authorities and other organisations established in 2020 with 3 strategic priorities:</p> <ul style="list-style-type: none"> <li>•Develop a sustainable energy plan to decarbonise energy supply for Norfolk and improve distribution of energy to citizens.</li> <li>•Reduce and conserve energy demand on the system through retrofitting of buildings through behaviour change, enabling fabric first and heating.</li> </ul>

	<ul style="list-style-type: none"> <li>•Enable greener sustainable transport solutions including a focus on behaviour change and using statutory powers where appropriate.</li> </ul>
<a href="#">Norfolk Local Nature Recovery Strategy</a> (LNRS) (October 2025) (Produced through collaboration of the <a href="#">Norfolk &amp; Suffolk Nature Recovery Partnership</a> )	<p>The Council has participated in the production of the Norfolk LNRS as a Supporting Authority, with Norfolk County Council acting as the Responsible Authority.</p> <p>The Norfolk LNRS is comprised of a written statement of biodiversity priorities and a local habitat map, which identifies existing natural areas, and key locations and opportunities for potential enhancement, expansion, and improved habitat connectivity.</p>
<a href="#">Norfolk Green Infrastructure Recreational Avoidance Mitigation Strategy</a> (GIRAMS)	<p>The Norfolk GIRAM strategy is a strategic approach that enables growth in the district by implementing the required mitigation to address adverse effects on the integrity of Habitats Sites arising from recreational disturbance caused by an increased level of recreational use on internationally designated habitat sites, particularly European sites, through growth from all qualifying development.</p>
<a href="#">Draft Norfolk Coast National Landscape (NL) Management Plan</a> (2025-30) (produced by the <a href="#">Norfolk Coast Partnership</a> )	<p>The draft Norfolk Coast NL Management Plan details a range of goals and targets including:</p> <ul style="list-style-type: none"> <li>• Nature recovery - Restore or create at least 1,300 hectares of wildlife-rich habitats outside protected sites by 2030 (from a 2022 baseline).</li> <li>• Climate adaptation and mitigation - Increase the number of trees outside of woodland and woodland planted around The Wash and Norfolk coast, on an appropriate scale and in appropriate locations.</li> </ul>
<a href="#">The Wash and North Norfolk Marine Partnership</a> (WNNMP)	<p>WNNMP has 23 partners, which include the local borough, district and county councils, non-departmental governmental bodies, internal drainage boards, ports, and environmental charities.</p> <p>The WNNMP manages and helps to deliver statutory duties to The Wash and North Norfolk Marine Protected Area (MPA) network by: working to protect, restore and enhance nature; mitigating key pressures and building resilience; and delivering lasting, integrated benefits for people and places through collaborative and innovative approaches.</p>
Air Quality Partnership Group	<p>A group involving regulatory and statutory bodies, councils and farmers/landowners to identify and raise awareness of air pollution issues in Norfolk and Suffolk, share knowledge and networking to target collaborative measures which can be carried out to improve air quality at a landscape scale.</p>
Norfolk County Wildlife Sites (CWS) Partnership	<p>Working group led by Norfolk Wildlife Trust to discuss CWS-related issues, policies and strategies.</p>

### 1.3 Delivered Actions for biodiversity 2022-2025.

Through implementation of the above Council and partnership strategies, the following projects/ actions have been delivered for nature over the reporting period. Many of the projects also

demonstrate the Council's partnership working and commitment to community and educational engagement opportunities, where participants can engage in activities such as tree planting and volunteer conservation days (Muddy Boots volunteers) at the Council's Country Parks.

Project/ Action	Services & Partners	Details & Outcome for biodiversity
<a href="#">110,000 Trees Project</a> (2019 – 2023)	Sustainable Growth, Climate & Environment - working with environmental groups, volunteers, schools, and parishes.	Corporate strategy delivering the provision of 115,820 trees and hedge plants: more than one for every resident in the district. 37 native species of trees and shrubs were planted across 134 tree-planting projects in the district. <b>Outcome:</b> improvements to local biodiversity, providing vital food and shelter for thousands of different species and preventing soil erosion, improving soil quality for biodiversity.
<a href="#">Green space conservation</a> at the Council offices	Sustainable Growth, Climate & Environment (in partnership with third party contractor)	First trialled in 2021/22, when the Council moved from the regular mowing of specific sites to a managed regrowth, including at the Council offices in Cromer. <b>Outcome:</b> bringing back pollinators, such as bees, to the small pockets of land where an increase in native wildflowers provides a range of benefits for local wildlife, the climate and the local community.
<a href="#">Green space conservation</a> areas in North Norfolk	Sustainable Growth, Climate & Environment	Commenced from 2021/22, the project included giving pieces of land back to the 'wild'. <b>Outcome:</b> as above.
<a href="#">Community Miyawaki Forest Project</a> (2022)	Sustainable Growth, Climate & Environment. In partnership with Norfolk County Council, Defra, Natural England and the Tree Council – working with local communities.	As part of the 110,000 Trees Project, Miyawaki Forests have been planted at three sites in the district: <ul style="list-style-type: none"> <li>• Warren Avenue, Fakenham</li> <li>• Acorn Road playing field, North Walsham</li> <li>• Cooper Road play area, Sheringham</li> </ul> Each project site was split in two, with one half planted using the Miyawaki method and the other half planted using a typical woodland creation method. <b>Outcome:</b> improvement of biodiversity, reduced flooding, carbon sequestration and storage, improved resident health & wellbeing.
<a href="#">Community Miyawaki Forest Project</a> (2023)	Sustainable Growth, Climate & Environment, working with local communities.	Following the success of the 2022 project, the Council worked with local communities to plant more Miyawaki Forests at: <ul style="list-style-type: none"> <li>• Beeston Hall School</li> <li>• Warren Woods, Cromer</li> <li>• Hindringham</li> </ul> The full site areas were planted using the Miyawaki method, resulting in faster and stronger growth across the entire plots.

		<b>Outcome:</b> improvement of biodiversity, reduced flooding, carbon sequestration and storage, improved resident health & wellbeing.
<a href="#">Muddy Boots Volunteer Groups</a> at Sadlers Wood, Holt Country Park, Pretty Corner Woods (2021 onwards)	Environment & Leisure, Leisure & Localities Team	NNDC's rangers run volunteer conservation groups for people who would like to help with practical conservation management work, wildlife surveys and other site improvement projects. <b>Outcome:</b> improvements to habitats for wildlife and participants health and wellbeing benefits.
<a href="#">Tree planting opportunities</a> (2020 - 2025)	Sustainable Growth, Climate & Environment, in partnership.	<ul style="list-style-type: none"> <li>• 1 million Trees for Norfolk project (over 5 years)- Norfolk County Council</li> </ul> <p>So far 682,924 trees and hedge plants have been planted across Norfolk, with 61,190 being planted in the North Norfolk district.</p> <ul style="list-style-type: none"> <li>• Free Trees for Schools, councils, clubs and Community groups – Woodland Trust</li> <li>• Free Trees for Communities Across the UK – The Conservation Volunteers</li> <li>• Grant funding to support tree, hedgerow and orchard establishment – Tree Council</li> </ul> <p><b>Outcome:</b> the planting of native trees and creation/ restoration of woods play a central role in nature recovery.</p>
<a href="#">Green Futures: Youth Project</a> (2025)	Environment & Leisure, Leisure & Localities Team, in partnership with North Norfolk Youth Advisory Board (YAB)	Delivery of various free activities at Holt Country Park, Pretty Corner Woods and Sadler's Wood held throughout the year for young people aged 11 to 19 (up to 25 for those with additional needs). Activities included: days with Rangers, woodland workshops, building bird boxes and bat boxes, creating habitats. As well as woodland talks on a wide range of flora and fauna. <b>Outcome:</b> multiple benefits relating to helping young people get outside, learning about nature, being active, and getting creative.
<a href="#">Community Eco-Learning Space</a> at Holt Country Park (project in progress - completion Easter 2026)	Environment & Leisure, Leisure & Localities Team. Grant funded from Hornsea 3 Legacy Fund, (which supports environmentally focused projects that have a long-lasting impact on people and communities).	The building of the Eco-hub will provide a new indoor/outdoor eco-learning space within Holt Country Park. The building is being built from recycled materials, incorporates energy efficiency insulation, a sedum roof, and rainwater harvesting. The projected design will have outdoor gym equipment that will provide human-powered green energy to create usable electricity to charge devices and feed an on-site energy storage display unit, which will also power lighting. The indoor space will include a classroom for school groups, and volunteer groups.

		<p>The space can also be hired out to local community groups and for workshops. In addition, the facility will have learning stations to educate users on sustainability, environmental impact and local renewable energy production.</p> <p><b>Outcome:</b> the Eco-hub will be used to support different types of eco-learning to schools, volunteers, community groups, and will also provide opportunities for young people with North Norfolk YAB.</p>
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Photo 1: Sheringham Miyawaki Forest



Photo 2: Cromer Miyawaki Forest

## Section 2: Future Actions for biodiversity (2026-2028)

### 2.1 Continuing Corporate priorities for biodiversity

The next reporting period for the Biodiversity Duty has been set to cover three years, from 1 January 2025 – 31 December 2028. This timeframe is likely to extend beyond that of the forthcoming restructure of local authorities in Norfolk, after which the Council will no longer exist in its current form. Nevertheless, the functions the Council performs and the assets on which local communities rely, will remain.

Therefore, in the interim, the current NNDC Corporate Plan will continue to ensure the Council's pursuit of its corporate priorities, including those matters relating to the protection and enhancement of biodiversity detailed in Priority 1: Our Greener Future.

In addition, the Environmental Charter, updated in November 2025, sets out the next steps to achieve net zero carbon emissions across the Council's estate and operations by 2030. This includes a number of high-level partnership pledges that seek to conserve and enhance biodiversity:

- to partner with local groups to deliver energy and environmental schemes that deliver co-benefits for local communities,

- collaborate with developers and landowners, using the Council's Local Plan and legislation, regarding Biodiversity Net Gain to maximise opportunities for decarbonisation, and
- to partner with local landowners and custodians to protect and enhance the special landscape and ecological value of North Norfolk.

The Decarbonisation Strategy and associated Action Plan was also updated November 2025. The Strategy outlines the commitments, and high-level actions that are needed to reduce the Council's emissions from its operations and estate by 2030 and includes commitments to offsetting, carbon capture and land-use, where offsetting in North Norfolk will be prioritised to take full advantage of the co-benefits of offsetting, such as biodiversity enhancement.

## 2.2 Implementation of Local Plan policies

With the adoption of the new North Norfolk Local Plan in December 2025, the Council will be applying its robust policies relating to the protection and enhancement of the natural environment over the next reporting period. The most pertinent policies are highlighted at paragraph 1.1 above, and which include the requirements for:

- a minimum 10% BNG (Policy CC10),
- provision and enhancement of green infrastructure (Policy CC11),
- retention and provision of new trees and hedgerows and comparable replacement in exceptional circumstances (Policy CC12),
- the submission of a Habitats Regulations Assessment (HRA) to demonstrate no adverse impacts from residential and tourist accommodation development on the River Wensum SAC, The Broads SAC and Broadland Ramsar sites (wetlands of international importance) – nutrient neutrality (Policy CC13),
- furthering the purposes of the Norfolk Coast NL and The Broads in positively contributing to their conservation and enhancement of their special qualities (Policy ENV1),
- protection and enhancement of landscape and settlement character (Policy ENV2),
- incorporation of biodiversity enhancement features for wildlife, including for nests and roosts (Policy ENV4),
- contributions towards a scheme of avoidance and mitigation measures in accordance with the Norfolk GIRAMS to ensure no adverse impact on the integrity of European sites from recreational disturbance (Policy ENV5).

## 2.3 Implementation and delivery of nature recovery through the Norfolk LNRS

In complying with the strengthened duty set out in the Environment Act 2021, the Planning Practice Guidance (PPG) confirms that all public authorities must “have regard” to any relevant LNRS. As informed by Defra, it is understood that the PPG is likely to be updated to ensure public authorities ‘take account of’ any relevant LNRS. As such, from adoption in October 2025, the Norfolk LNRS is a material consideration in the assessment of planning applications and is being utilised as an important source of information in relation to finding where off-site provision of biodiversity gain would be most beneficial in circumstances where it cannot be fully met on-site.

Therefore, the Norfolk LNRS will play a key role in channelling nature recovery going forward. The Strategy includes a description of the area covering the full range of Norfolk's habitats from its coast, farmland, woodland, grassland and heathland to its freshwater habitats and urban and built environment. It also identifies Norfolk's priorities and measures to guide recovery and enhancement of local species and habitats by highlighting specific habitat priorities, key species, habitat-based species assemblages and the environmental benefits of nature-based solutions (NbS) following the nature recovery principles.

The Local Habitat Map identifies existing natural areas and key locations and opportunities for potential enhancement, expansion and improved habitat connectivity. The mapped measures

also indicate where wider environmental benefits will be recognised using NbS delivering for example, flood risk mitigation and improved water quality. By mapping specific locations to take such actions, the Norfolk LNRS aims to drive delivery and funding towards achieving nature recovery in these areas.

The next stages will seek to develop and facilitate projects and initiatives that support the objectives of the LNRS. This will be ongoing over several years, where different projects will have their own timelines. In conjunction with its implementation, outcomes will be monitored on a periodic basis in order to review the strategy's effectiveness.

#### 2.4 Forthcoming Species Conservation Strategies and Protected Site Strategies

The Nature Restoration Fund, as introduced by the Planning and Infrastructure Act, aims to accelerate the building of homes and infrastructure while diverting the impact into the recovery of protected sites and species.

In December 2025, Natural England (NE) gave notice of its intention to prepare a number of Environmental Delivery Plans (EDP) in 2026, where two will apply to the North Norfolk district. The first tranche of EDPs prepared will cover nutrient pollution from development, where one will be prepared for The Broads Special Area of Conservation (SAC) (including River Wensum SAC). The second tranche will be prepared for great crested newts, which is relevant to North Norfolk, being a place where the species is materially present.

Each EDP will set out the conservation measures that will be brought forward to materially outweigh the impact of the development on the environmental feature that the EDP covers. Once in place, developers will be able to pay the relevant nature restoration levy which will discharge the relevant environmental obligations covered by the EDP. Natural England will use this money to deliver the necessary conservation measures.

Whilst the full details regarding EDPs is still emerging, once formally agreed by the Secretary of State, they will provide an alternative way for developers to address and pay for impacts on protected sites and species.

### **Section 3: Biodiversity Net Gain (BNG) information**

#### 3.1 The actions carried out by the Council to meet Biodiversity Net Gain (BNG) obligations

Established by the Environment Act 2021, qualifying development requirements include the delivery of a minimum 10% Biodiversity Net Gain (BNG). The obligation has been effective since 12 February 2024 for major sites and as such, this report covers the period 12 February 2024 – 31 December 2025 with regard to BNG.

From 12 February 2024, the Council has been applying a mandatory BNG pre-commencement condition to all planning permissions relating to qualifying development. This data has been captured from the Uniform planning software and entered into BNG tracking software (Exacom).

The Council applies a standard 'BNG Implementation' condition, where appropriate, to secure the implementation of any approved Biodiversity Gain Plans (BGP) and Habitat Management & Monitoring Plans (HMMP). Where onsite gains are considered 'Significant', the Council seeks to secure a Council Monitoring Fee to reclaim costs for monitoring and enforcement action requirements over the 30-year BNG period.

The Council has worked proactively with a local landowner to setup a habitat bank which will deliver approximately 90 biodiversity units. Sale of these units is due to commence in early 2026.

### 3.2 Details of biodiversity gains resulting from biodiversity gain plans approved

During the reporting period, the Council considered and approved 56 planning applications which triggered mandatory BNG requirements, of which 10 discharge of condition applications had been submitted and approved securing BGPs.

Of the 10 BGPs currently approved, the delivery of BNG has been secured:

- Through on-site units only in 5 (50%) applications,
- Through off-site units only in 4 (40%) applications, and
- Through a combination of on-site and off-site units in 1 (10%) application.

The overall expected gains and losses across approved BGPs in the reporting period are shown below.

<b>Overall Expected Gains/Losses</b>	<b>Total</b>
Total number of pre-development biodiversity units approved on-site	10.28
Total number of post-development biodiversity units approved on-site	10.78
Total net unit change in biodiversity units, on-site	0.50
<b>Average percentage (%) change in biodiversity units, on-site</b>	<b>4.86%</b>
Total number of baseline biodiversity units approved offsite	0.53
Total number of post-intervention biodiversity units approved off-site	2.26
Total net unit change in biodiversity units, off-site	1.73
<b>Average percentage (%) change in biodiversity units, off-site</b>	<b>326.42%</b>
Total number of biodiversity units offset using statutory credits	0
Total net unit change in biodiversity units (including any units offset using credits)	0
<b>Average percentage (%) change (including statutory credits)</b>	<b>0.00%</b>

The area/length and biodiversity unit values for each habitat, hedgerow and watercourse type, both at baseline and post-development across both on-site and off-site delivery, are shown in the tables below.

<b>Habitat Type - Area</b>	<b>Baseline</b>		<b>Post-Development</b>		<b>Net Change</b>	
	<b>Total units</b>	<b>Total hectares</b>	<b>Total units</b>	<b>Total hectares</b>	<b>Total units</b>	<b>Total hectares</b>
Cropland	0.72	0.35	0.14	0.07	-0.58	-0.28
Grassland	2.29	1.01	2.63	0.78	0.34	-0.23
Heathland and Scrub	0.87	0.11	1.42	0.19	0.55	0.08
Lakes	0.00	0.00	0.00	0.00	0.00	0.00
Sparsely Vegetated Land	0.00	0.00	0.00	0.00	0.00	0.00
Urban	0.01	1.32	0.33	1.75	0.32	0.43
Wetland	0.00	0.00	0.00	0.00	0.00	0.00
Woodland and Forest	0.00	0.00	0.00	0.00	0.00	0.00
Intertidal sediment	0.00	0.00	0.00	0.00	0.00	0.00
Coastal Saltmarsh	0.00	0.00	0.00	0.00	0.00	0.00
Rocky Shore	0.00	0.00	0.00	0.00	0.00	0.00
Coastal Lagoons	0.00	0.00	0.00	0.00	0.00	0.00
Intertidal Hard Structures	0.00	0.00	0.00	0.00	0.00	0.00
Watercourse footprint	0.00	0.00	0.00	0.00	0.00	0.00
Individual Trees	5.81	0.77	6.58	1.22	0.77	0.45
<b>Total</b>	<b>9.70</b>	<b>3.56</b>	<b>11.10</b>	<b>4.01</b>	<b>1.40</b>	<b>0.46</b>

Habitat Type – Hedgerows and Lines of Trees	Baseline		Post-Development		Net Change	
	Total units	Total kilometres	Total units	Total kilometres	Total units	Total kilometres
Species-rich native hedgerow with trees - associated with bank or ditch	0.00	0.00	0.00	0.00	0.00	0.00
Species-rich native hedgerow with trees	0.00	0.00	0.18	0.01	0.18	0.01
Species-rich native hedgerow - associated with bank or ditch	0.00	0.00	0.00	0.00	0.00	0.00
Native hedgerow with trees - associated with bank or ditch	0.00	0.00	0.00	0.00	0.00	0.00
Species -rich native hedgerow	0.00	0.00	0.00	0.00	0.00	0.00
Native hedgerow - associated with bank or ditch	0.00	0.00	0.00	0.00	0.00	0.00
Native hedgerow with trees	0.18	0.02	0.18	0.02	0.00	0.00
Ecologically valuable line of trees	0.00	0.00	0.00	0.00	0.00	0.00
Ecologically valuable line of trees - associated with bank or ditch	0.00	0.00	0.00	0.00	0.00	0.00
Native hedgerow	0.34	0.12	0.80	0.27	0.46	0.15
Line of trees	0.28	0.06	0.28	0.06	0.00	0.00
Line of trees associated with bank or ditch	0.00	0.00	0.00	0.00	0.00	0.00
Non-native and ornamental hedgerow	0.08	0.08	0.11	0.11	0.03	0.03
<b>Total</b>	<b>0.88</b>	<b>0.28</b>	<b>1.55</b>	<b>0.47</b>	<b>0.67</b>	<b>0.19</b>

Habitat Type – Watercourse	Baseline		Post-Development		Net Change	
	Total units	Total kilometres	Total units	Total kilometres	Total units	Total kilometres
Priority Habitat	0.00	0.00	0.00	0.00	0.00	0.00
Other Rivers and Streams	0.00	0.00	0.00	0.00	0.00	0.00
Ditches	0.24	0.05	0.39	0.05	0.15	0.00
Canals	0.00	0.00	0.00	0.00	0.00	0.00
Culverts	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.24</b>	<b>0.05</b>	<b>0.39</b>	<b>0.05</b>	<b>0.15</b>	<b>0.00</b>

No BGPs were approved in the reporting period where the on-site change would negatively impact upon irreplaceable habitats.

All off-site units were purchased from habitat banks within the adjacent Local Planning Authority or National Character Area.

The first monitoring period (e.g. Year 1 or 2 after completion of habitat creation/enhancement works) is yet to have been reached for any of the BGPs approved in the reporting period where monitoring is required.

A total of 786 applications were submitted and approved within the BNG reporting period which were considered exempt from mandatory BNG under the Householder development (628 applications, 79.90% of total), *de minimis* (127 applications, 16.16% of total) and Self-build/custom housebuilding development (31 applications, 3.94% of total) exemption criteria. A number of additional applications were considered exempt under the temporary exemption for small sites, i.e. applications for minor developments submitted between 12<sup>th</sup> February and 2<sup>nd</sup> April, although this number is unknown due to not being logged as exempt for this reason through internal procedures at that time.

### 3.3 How the authority plans to meet BNG obligations in the next reporting period

To track, monitor and report on BNG data, the Council has licensed a specialist software package (Exacom), which will be used to collate data from other corporate systems, such as Uniform, to provide greater detail of BNG delivery in future Biodiversity Duty reports.

The new North Norfolk Local Plan (December 2025) contains a specific Policy CC10, Biodiversity Net Gain, which sets out the minimum 10% requirement over pre-development biodiversity value for qualifying development. The policy requires the submission of a supporting biodiversity net gain strategy, which must demonstrate that the mitigation hierarchy of avoidance, mitigation or compensation has been followed and, how a proposal complies with the biodiversity gain hierarchy. The policy is future proofed to allow for a higher requirement, if stipulated in successive national legislation.

The Council's Condition Monitoring Officer will monitor compliance with the general biodiversity gain condition and planning conditions on qualifying developments. Enforcement action will be taken where applicants do not seek to discharge the biodiversity gain condition prior to works commencing, or where there is non-compliance with approved details.

## Section 4: Monitoring

### 4.1 Monitoring measures include:

- The Annual Monitoring Report- where Local Plan and Sustainability Appraisal Indicators are published every year. Indicators include:
  - new and enhanced Green Infrastructure (GI),
  - contributions to the strategic mitigation package contained in GIRAMS,
  - provision of off-site BNG informed by the Norfolk LNRS,
  - the percentage of SSSIs in favourable, unfavourable or recovering condition,
  - the percentage of County Wildlife Sites in positive conservation management.
- Proactive monitoring and enforcement action alongside continued use of specialist software (currently Exacom), to track BNG delivery and monitor habitat changes over the statutory 30-year period.
- Alignment with governance structures and monitoring requirements through the Norfolk LNRS and wider Norfolk and Suffolk LNRS Partnership.
- The Miyawaki Forests continue to be monitored by the Tree Council to assess innovative ways to increase tree cover in towns and cities.

Taking into consideration the proposed timescales for Local Government Reorganisation, whereby North Norfolk District Council will be incorporated into a new unitary authority, it would be considered appropriate for the next reporting period to cover three years - from 1 January 2026 – 31 December 2028.

## Glossary of Acronyms

- **BNG** – Biodiversity Net Gain
- **BGP** – Biodiversity Gain Plan
- **CWS** – County Wildlife Site
- **Defra** – Department of Environment, Food and Rural Affairs
- **EDP** – Environmental Delivery Plan
- **GI** – Green Infrastructure
- **GIRAMS** - Green Infrastructure Recreational Avoidance Mitigation Strategy
- **HMMP** – Habitat Management & Monitoring Plan
- **HRA** – Habitats Regulation Assessment
- **LNRS** – Local Nature Recovery Strategy
- **NbS** – Nature-based Solutions
- **NERC Act** - Natural Environment and Rural Communities Act
- **NL** – National Landscape
- **NNDC** – North Norfolk District Council
- **PPG** – Planning Practice Guidance
- **SAC** – Special Area of Conservation
- **SSSI** – Site of Special Scientific Interest

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