

Overview & Scrutiny Committee



Please contact: Democratic Services

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Tuesday, 9 September 2025

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 17 September 2025** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

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

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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 16th July 2025.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

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.

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider the following petition received from members of the public.

Petition against the closure of the footpath, known as 'God's Path', in Pretty Corner Woods, Sheringham

On the 13th of August 2025 a paper petition with 738 signatures from residents stating addresses or post codes from within the North Norfolk District was submitted to the North Norfolk District Council. A further 27 signatories were provided but may not fall within the criteria to be accepted within the petition scheme due to insufficient information to support the signatory living, working or studying within the North Norfolk District Council area. The petition has been accepted as a valid petition.

The following aims of the petition were stated:

To restore public access to the footpath known as 'God's Path' in Pretty Corner Woods, Sheringham.

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

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

9. POLICE & CRIME COMMISSIONER - REVIEW OF POLICE AND CRIME PLAN

The PCC to provide an overview of the Police & Crime Plan and respond to questions

10. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 DELIVERY AGAINST ACTION PLAN 2024-25 AND ACTION PLAN 2025-26 - TO END OF QUARTER 1 - 30 JUNE 2025 17 - 56

To receive an update from the Director of Resources on the progress being made in implementing the Corporate Plan 2023-27 against the Action Plan 2024-25 and Action Plan 2025-26 – to end of Quarter 1 – 30 June 2025.

11. BUDGET MONITORING P4 2025/26 57 - 104

To receive an update from the Director of Resources on the Council's financial performance and projected outturn for 2025/26 for the revenue account, capital programme and reserves statement as at the end of July 2025.

12. NHOSC QUARTERLY REPORT 105 - 106

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

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

WORK PROGRAMMES

14. THE CABINET WORK PROGRAMME 107 - 112

To note the upcoming Cabinet Work Programme.

15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 113 - 120

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

16. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 16 July 2025 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Cllr P Bailey	Cllr J Boyle
	Cllr C Cushing	Cllr A Fletcher
	Cllr V Holliday (Chairman)	Cllr M Gray
	Cllr K Bayes	Cllr M Hankins
Members also attending:	Cllr W Fredericks (PH for Housing and People's Services)	Cllr L Shires (PH for Finance, Estates and Property Services)
Officers in Attendance:	Democratic Services Manager, Assistant Director Finance & Assets, Assistant Director Legal & Governance, Monitoring Officer, Housing Strategy and Delivery Manager, Housing Options Manager, Director of Service Delivery and Assistant Director People Services	

Also in attendance:

27 APOLOGIES FOR ABSENCE

Apologies were received from Cllrs P Heinrich, S Penfold, C Rouse and N Housden.

28 SUBSTITUTES

None.

29 PUBLIC QUESTIONS & STATEMENTS

None received.

30 MINUTES

The minutes of the meeting of the committee held on 11th June were approved as a correct record, subject the following appendment:

Anglian Water will discuss their answers when they come back to speak at the committee. If members have any specific, further, questions, before then, these will be collated and Anglian Water asked to respond before so they can be discussed at that later meeting.

31 DECLARATIONS OF INTEREST

None.

32 ITEMS OF URGENT BUSINESS

None received

33 PETITIONS FROM MEMBERS OF THE PUBLIC

None received

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

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

35 2024/25 OUTTURN REPORT

The Chairman invited the Portfolio Holder for Finance, Cllr L Shires, to present this item.

Cllr Shires thanked the Committee and the Officers for their hard work. Cllr Shires noted the work done in 24/25 would put the council in a stronger position for the 26/27-year budget.

Cllr Shires summarised the report and the outturn position for 2024/25 which was a general fund surplus of £0.622m

Cllr Shires wished to add an additional change from Pg. 41 5.6(a) that the underspend in the Purchase of Bin capital budget be put towards the cost of delivering food waste which is not fully funded by the Council. She has suggested to Cabinet this be moved to an additional capital budget to help bring up the shortfall.

Cllr Shires suggested this be an additional recommendation.

The Chair then invited members to speak.

In response to Cllr Fletcher's question, regarding the surplus and the general reserve levels, as to why the Council is retaining the surplus for future eventualities, Cllr Shires said that early indicators suggest a significant shortfall in Government funding for next year and with that future uncertainty it was prudent to budget for a shortfall with the surplus the Council is putting in general reserves.

Cllr Bayes highlighted that none of the capital bids were east of North Walsham and questioned how this cycle could be broken to enable investment to come into Stalham, as all assets had been sold off in those areas. Cllr Shires explained the 25/26 budget would be monitored for future investment and that Stalham is referred to in the corporate plan. The Committee was informed that the Leader, Cllr Adams was positive about the budget, and investment, once a vision for the area was in place. It was recognised that Stalham, and other eastern areas, would be in a safer place to receive further investment beyond any current Council set up if local members for those areas continued to promote that need.

Cllr Shires provided assurance to Cllr Boyle on savings on repairs and maintenance to assets. Cllr Shires agreed that assets had previously not been invested in prior to this or previous administrations due to budget constraints but assured the committee that the underspend was only due to sound budget management by the Officers. Cllr Boyle thanked Officers and Portfolio Holders for their scrutiny.

Cllr Cushing said he was pleased to see the surplus from 2024/25 but expressed concerns around sound financial planning as back in February, an approximately £1m deficit had been anticipated and this had turned into a £0.660m surplus. He highlighted the £1.6m variance on forecast and asked how such a big variance could be accounted for. Cllr Cushing referred to the net cost of service which went from £23.6m in January to just shy of £19m a variance of £4.7 million. He then questioned what assurance the Committee had in any future estimates provided given the extreme differences.

Cllr Shires explained to the Committee, that previously it had been too late to act when a deficit was identified, so the budget monitoring process had been reviewed and changed. Technical accounting could appear delayed, but it was preferable to know the financial trajectory earlier rather than discovering issues too late.

The Assistant Director Finance and Assets explained that the £4.7m deficit was before any transfer to and from reserves, it appeared to be a large variant but excluded any use of reserves. The delays were due to reporting, either because of year end accounting adjustments or timing differences. Parking income and planning fees were hard to forecast and therefore not always fully reflected in the period 10 Budget Monitoring report.

In response to Cllr Cushing, the Assistant Director Finance and Assets explained employee costs would have been budgeted for at start of year. The variance reflected the vacancies that had not been filled, such as the Director of Resources post which was currently vacant.

In response to a further comment from Cllr Cushing, the Assistant Director Finance and Assets explained that there was every intention to fill those posts, and they were not being held open purposefully to create an underspend but that there would be specific reasons within each department as to why they remained vacant. Cllr Cushing summarised by saying he was concerned about the level of discrepancy. Cllr Shires added that she was not concerned as this is a factual report, but she acknowledged that there was a request from Cllr Cushing to focus on staffing costs in budget monitoring going forward.

Cllr Cushing wished to make Cllr Shires aware of a typing error on Pg.36, 3.10, Table 2d, 2024/25 Outturn should be £36,358 not £26,358 as stated.

The Chair added that there was no indication that delivery or performance had been affected and asked if their wellbeing had been impacted by the increase in workload and asked where this information would be captured. Cllr Shires replied that performance is captured elsewhere, and today's was a factual, data-based report and said that she would check with Cllr Adams, in whose portfolio it sat, as to what was being done to monitor staff wellbeing.

Cllr Fredericks wished to celebrate that both Revenues and Benefits teams were

nominated for national awards which indicated a high level of performance as well as celebrating all staff who maintained the highest delivery of standards which were reflected through performance reviews.

The Director of Service Delivery assured the committee that HR did monitor staff wellbeing through typical indicators reflective of the staffing cohort, such as sickness absence, and they were at or below national or regional averages, for a local authority. The JSCC (Joint Staff Consultative Committee) received reports on such issues and considered the position of wellbeing by those measures on a regular basis.

The Chair asked if the impact of Local Government Reform (LGR) had been considered on staff wellbeing. The Director of Service Delivery replied that once further information was received from Government this could be brought to the Committee to discuss.

Cllr Bayes queried if the gap in staffing was due to the lack of or qualifications of staff applying and whether the devolution agenda was having an impact on numbers applying and leaving. Cllr Shires acknowledged this was a sound question but not relevant to the 2024/25 Outturn report. The Director of Service Delivery assured the Committee that the numbers applying for posts at the Council was very good for several positions, citing the 31 applicants for the recent Assistant Director position as an example, but explained the conscious decision around managing staffing budgets due to the financial deficit. The automatic delay and lengthy recruitment process, together with many local government workers moving between neighbouring authorities, accounted for the natural delays in filling vacancies.

The Chair referred to page 45, capital project budgets being rolled forwards, specifically those which are funded by borrowing, and wondered if there was any flexibility around that borrowing. The Assistant Director of Finance and Assets explained that this reflected internal borrowing to fund the project to help with cash flow constraints but was a stand-alone for a 1-year agreement not tied to a specific project which is held with the Public Works Loan Board (PWLb). These projects were managed on a case-by-case basis when there were no other means to fund the project such as capital receipts or grant funding, so the Council borrowed against Minimum Revenue Provision and then effectively repaid itself.

The Committee RESOLVED to make the following recommendations to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2024/25 (as shown in Appendix A).**
- b) The transfers to and from reserves as detailed within the report (and Appendix C).**
- c) The surplus of £0.622m be transferred to the General reserve to mitigate future funding shortfalls.**
- d) The balance on the General Reserve of £2.825m following the transfer**

outlined above.

- e) The surplus of £0.384m relating to retained business rates be transferred to the Business Rates reserve.
- f) The financing of the 2024/25 capital programme as detailed within the report and at Appendix D.
- g) The updated capital programme for 2025/26 to 2030/31 and scheme financing as outlined within the report and detailed at Appendix E.
- h) Approval of additional funding to cover capital project overspends of £10,816 as detailed in paragraph 5.7.
- i) The roll-forward of existing capital project funding from 2024/25 into 2025/26 as detailed in paragraph 5.9.
- j). To note the addition of £55,000 towards the New Play Area (Sheringham, The Lees) to be funded from the Asset Management Reserve in 2025/26 for a total project budget of £120,000
- k) The addition of £6,081 towards the Cromer Offices LED Lighting in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £178,796.
- l) The addition of £20,000 towards the Public Conveniences (Sheringham & North Walsham) project in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £565,514.
- m) The addition of the Holt Eco Learning Space scheme for £100,000 into the 2025/26 Capital Programme to be funded by an external contribution.
- n) The addition to Pg. 41 5.6(a) that the underspend in the Purchase of Bin capital budget be put towards the cost of delivering food waste and moved to an additional capital budget to help bring up the shortfall

36 DEBT RECOVERY 2024-25

Cllr Shires presented the report to the committee and congratulated the Revenues team for their hard work and their national standing and recognition.

Cllr Cushing made an observation about the low level of direct debit (DD) payments and asked if there was ongoing work to encourage more of the public to pay this way. Cllr Shires explained that there was ongoing work actively encouraging and supporting residents to switch to DDs. Cllr Shires concluded that support and education, and awareness of Council Tax Support (CTS), to help bridge financial gaps and a shift from paying by cash for instance and onto DD was needed. The Revenues team were working hard to achieve this, with the Financial Inclusion (FI) and Benefits teams, to assure residents' support was out there.

Cllr Bailey sought further clarification on charging orders. Cllr Shires assured the Committee this route was very much a last resort but would provide figures for the Committee on this as soon as possible. Cllr Shires explained that for many there were much wider issues ongoing than not paying Council Tax and the recovery methods taken were reviewed on a case-by-case basis. Cllr Shires said that the Council wanted to support residents who were struggling financially.

Cllr Boyle thanked the team for an excellent report and their hard work.

The Chair commented that the level of DD payments was also low for non-domestic rates (NDR), at 30% and asked if members should be concerned. Cllr Shires agreed it did appear low but said that it might depend on the size of the business as many small businesses would prefer to be more in control of when they paid due to cashflow for example. Cllr Shires did recognise this was something that could be explored when the next consultation with local businesses was undertaken to try and understand what the barriers were for them not paying via DD

The Committee RESOLVED to make the following recommendations to Full Council:

1. Approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.
2. Approves the continued delegated authority as shown in appendix 2 for write offs.

37 HOUSING BENEFIT DEBT RECOVERY REPORT - 1ST APRIL 2024 TO 31ST MARCH 2025

The Portfolio Holder for Housing & Benefits, Cllr Fredericks, presented the report to the Committee and said that she wished to highlight how much the Council's teams supported residents and always took a compassionate approach.

Cllr Cushing commented it was a challenging report to draw anything from and suggested a more readable and better layout for future versions might be helpful. He asked for the following to be included: how much was paid out in Housing Benefit; the amount of and main causes for overpayment; and what was being or might be done to recoup that money.

Cllr Cushing sought clarification regarding the information set out on Pg.118, commenting that the total overpayment to recover stood at £0.918m whereas on Pg.116 it stated the Council was required to pay back the Department of Work and Pensions (DWP) 60% of the overpayment. Cllr Cushing questioned whether the risk to NNDC was £0.550m.

The Assistant Director People Services explained that the £0.918m was total debt accumulated to the Council, over a number of systems, and increased year on year. The overpayment figure changed throughout the year as, even though the Council was recovering debt, more debt was accumulated as overpayments were discovered. As people migrated to Universal Credit (UC) there was a reduction in housing benefit (HB) being paid out but also a reduction in the means for recovery as the Council cannot recover through ongoing HB benefit payments.

Cllr Cushing asked how regularly the Council paid back overpayments to the DWP and whether HB was still a benefit that the Council was responsible for overseeing. The Assistant Director People Services explained this was through an annual subsidy claim, not a repayment and that the Council would continue to pay HB until the full transition to UC was completed.

Cllr Fredericks confirmed HB was a legacy system as people slowly converted over to UC which pays a lump sum with a housing (costs) element Included.

The Assistant Director People Services clarified that UC was not currently migrating over all HB claimants and explained that pensioners were still able to claim although there were ongoing discussions for housing costs to be included in Pension Credit. The Assistant Director People Services explained that those in Temp. Accommodation and Supported Housing would need to claim and be paid HB as this was not currently part of UC benefit. It was highlighted to the Committee that there were challenges for recovery ahead, as systems changes were introduced, and the Benefits teams work level was not reducing. Although the number of claims was going down the high level of HB being paid was due to number of vulnerable customers and the many 'Change in Circumstances' for existing HB and UC claimants as these changes could affect CTS.

In response to the Chairs question regarding benchmarking across Councils in Norfolk, the Assistant Director People Services explained that the demographics of claimants was very different in each area, with North Norfolk having many older claimants compared to perhaps Norwich which had more working age and homeless claimants, The team collaborated with neighbouring authorities where possible. She added that the Benefits team had just been nominated for the team of the year in National IRRB awards.

RESOLVED to make the following recommendations to Full Council:

1. That Full Council approves the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.

38 HOMELESSNESS & ROUGH SLEEPER REVIEW

The Portfolio Holder for Housing & Benefits, Cllr Fredericks, presented the report to the committee.

The Assistant Director for People Services explained this was an early pre- scrutiny review. This stage set out the process for the review, then the review would be undertaken over the coming months, culminating in a draft and then final strategy. The team would be coming back to O&S Committee to consider the review and strategy as pre scrutiny.

Cllr Cushing asked if the new strategy would vary greatly from the existing strategy and questioned the impact of LGR. The Assistant Director People Services explained the new strategy would be mindful of LGR, but it will not change for the people who needed support. There may be risks with LGR that meant that those people would have a larger area for which to be considered for housing, and constraints may be introduced, but Officers would continue to be as compassionate as possible, remain concerned about the quality of Temp. Accommodation and the need to keep people local. Cllr Fredericks said she was a member of the East of England Housing and Homelessness Delivery Group working with other councils in Norfolk, Suffolk and Essex in this respect, for 'life after' LGR.

Cllr Boyle asked if the Council was fully utilising different upstream services like the Early Help Hub and other initiatives. Cllr Fredericks confirmed Community Connectors actively encouraged people to come to the Council for help before they became homeless, the Early Help Hub team was identifying those who were at risk of homelessness. The Citizens Advice Bureau (CAB) was also now present in the Council offices for further support and cases involving bankruptcy etc.

Cllr Fletcher asked about the work to get empty homes back into use. Cllr Fredericks confirmed that officers were working very hard to contact and investigate any empty homes and to get them back into market sale or market rent, but explained that it was unlikely that they could be renovated to a standard where they could be used for Temp. Accommodation as they have been unused for so long and would incur costs to renovate.

The Chair asked if the review was tailored to the North Norfolk housing market. The Assistant Director People Services advised that the process itself was prescribed but when the data was assessed it would be localised. As far as empty homes are concerned, these would not help homelessness, and the strategy should be focussed on understanding what was needed to help that cohort as per the Council's allocation programme. She added homelessness was higher profile for the Council than previously.

Cllr Bailey commented that it was helpful for O&S to understand geographically (at parish level) where the need was locally to help find sites. Additionally, he felt it would be helpful to hear of success stories as currently the perception was that Temp. Accommodation costs, were a short-term funding requirement and often linked to domestic abuse, and this could help educate residents and their local communities about the challenges people faced. He also asked whether previous local accommodation schemes such as Homes for Ukraine could be rolled out in wider circumstances.

The Housing Strategy and Delivery Manager advised that, as far as information on needs was concerned, this was something that Task and Finish work group had identified. She added that annual data is sent to every local parish to show local needs figures for their area, that it was needed across the district, as there was a misconception that homelessness was not something that affected their parish, when in truth it affected all areas. A 'good news story' was a good idea and this approach was already used for promoting rural exception schemes. The Housing Strategy and Delivery Manager explained the different types of Temp Accommodation and the circumstances for when, and why, they were used and reiterated that the Council did not lose money on its Temp Accommodation. She also, confirmed that when it came to local accommodation, the model set out by Homes for Ukraine, had been considered previously and would be again in the future.

In response to Cllr Bayes question regarding communication with parishes, using heat maps as an example, Cllr Fredericks said that the Council communicated twice a year with each parish regarding the number of homeless people in their area and the contact details should they become aware of a homeless person. The Housing Options Manager added that there was data for rough sleepers but there was a reluctance to putting anything into the public domain that could identify people as the numbers were so small. The Council did provide a 'snapshot' once year for to the Government, but she felt that a heat map would not be a true reflection at any one time. There was a mechanism where people could report a rough sleeper which went to the team and additional communication was done through social media, the general public and the Council's teams to highlight the help and support for rough sleepers.

The Chair asked whether it could be identified through the data which group was most in need of support, dependency or health issues for example. The Assistant Director People Services said it was about 'sense checking' on the data and using it

wisely, bringing everything together in a review document, asking for any additional information as required, before we move into the strategy process. The Council could liaise with the parishes, through the clerks, by sharing a copy of the review encouraging them to share any changes or recommendations they had, whilst keeping them informed of any issues, and providing as much information as possible, for their area.

Cllr Boyle commented that it was too early to make any specific recommendations to localise the review process to North Norfolk.

RESOLVED The Committee noted the report and agreed they had provided sufficient feedback.

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

Noted

40 THE CABINET WORK PROGRAMME

No comments

41 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

No comments

42 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 12.04 pm.

Chairman

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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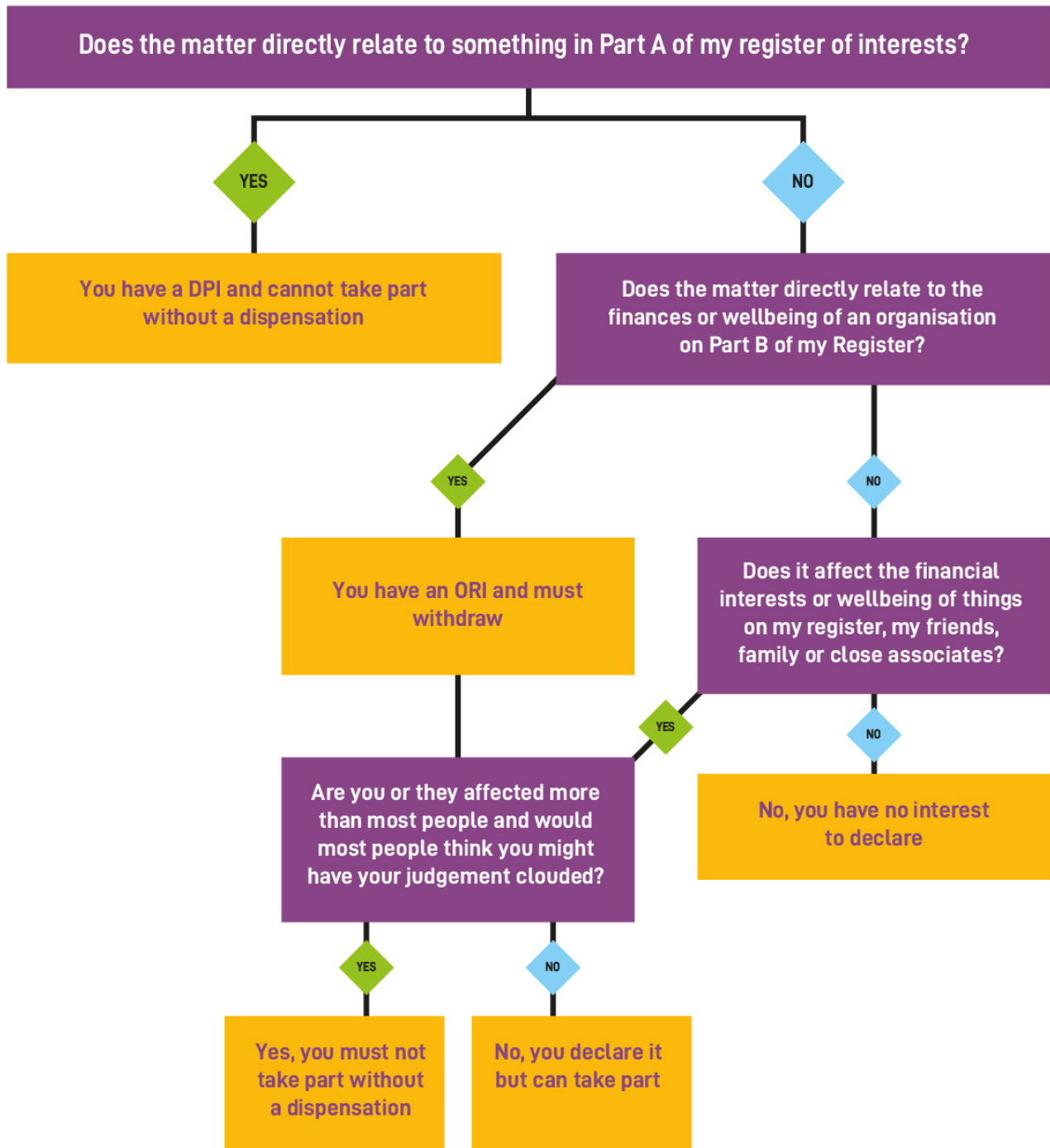
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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

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



Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2024/25 and 2025/26 – to end of Quarter 1 – 30 June 2025	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2024/25 has largely been delivered as planned and work has started on a significant number of actions in the 2025/26 Action Plan.
Options considered	This is a report on the progress being made to deliver against the Council's Corporate Plan.
Consultation(s)	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.
Recommendations	Cabinet is invited to comment on this report.
Reasons for recommendations	13 actions in the 2024/25 Action Plan have been completed. The remaining 31 actions have been carried forward, updated or amended to reflect changed circumstances and been included in the 2025/26 Annual Action Plan which was agreed in March 2025 and the implementation of which has started.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25 Annual Action Plan 2025/26

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

Links to key documents:	
Corporate Plan:	This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2024/25 is implemented as planned and delivery of Action Plan 2025/26 has started will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

Corporate Governance:	
Is this a key decision	No

Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 as approved by Full Council on 17 th July 2023 and Annual Action Plan 2024/25 approved by Cabinet on 6 th November 2023. Corporate Plan 2023-27 Action Plan 2025/26 approved by Cabinet 3 rd 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 Action Plan 2024/25 and Qtr 1 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 first Annual Action Plan for 2023/24 at its meeting of 17 July 2023. The Annual Action Plan 2024/25 was approved by Cabinet at their meeting on 6 November 2023.
- 2.2 In light of the proposals made by Government for local government reorganisation in the English Devolution White Paper published on 16th December 2024, which will impact significantly on the Council's corporate capacity during the current and following two years, the Cabinet agreed the need to re-prioritise and focus resource on a smaller number of actions in the 2025/26 Annual Action Plan – as agreed at the Cabinet meeting of 3rd March 2025.
- 2.3 This report details the progress made to the end of June 2025 in implementing both the 2024/25 Annual Action Plan and Qtr1 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 2024/25 and Qtr 1 & 2 2025/26.

KEY

Red = Actions will not deliver planned outcomes without significant interventions

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

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.1 **Progress in delivering the 2024/25 Annual Action Plan over the year April 2024 – March 2025.**

RAG status	No. of actions
Red	0
Amber	7
Green	33
NA	3
Missing data	0
Total	43

Stage	No. of actions
Not Started	0
In Progress	29
Completed	13
Cancelled	2
Missing data	0
Total	43

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	1	1
Green	0	24	10	0
NA	0	0	2	1

3.2 The progress report shows that the majority of actions are in progress and on track. Actions in the 2024/25 Annual Action Plan have now either been completed or have been carried forward and incorporated into the Action Plan 2025/26 or, where issues of capacity are believed to exist given the need to allocate senior management and member resource to the process of local government reorganization, cancelled. Details of this process for each action are given in the appendices.

3.3 **Progress in delivering the 2025/26 Annual Action Plan 1st April – 20th August 2025.**

RAG status	No. of actions
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Red	0
Amber	8
Green	22
NA	0
Missing data	0
Total	30

Stage	No. of actions
Not Started	0
In Progress	30
Completed	0
Cancelled	0
Missing data	0
Total	30

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	8	0	0
Green	0	22	0	0
NA	0	0	0	0

3.4 Details of all Actions

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

- Appendix A Action Plan 2024/ 2025 Progress Update – Qtr 4 January – March 2025
- Appendix B Action Plan 2025/ 2026 Progress Update – Qtr 1 April – August 2025

4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2024/25 and 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:

The report is a summary of progress against actions 2024/25. There are no financial implications.

6. Legal Implications

There are no legal implications arising directly from this report.

Comments from the Monitoring Officer

This is an update report to provide Members with progress made in the 2024/25 Action Plan. There are no specific governance issues regarding the report. Specific action points may have their own governance requirements in which case separate governance/legal advice should be sought through the Legal Team.

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 Plans 2024/25 and 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 Plans 2024/25 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 Plans 2024/25 and 2025/26 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

10. Community Safety issues

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

11. Conclusion and Recommendations

13 actions in the 2024/25 Annual Action Plan have been completed.

The remaining 31 actions have either been carried forward, updated or cancelled due to changed circumstances, particularly the capacity issues of the organisation associated with delivering the Corporate Plan objectives alongside the need to engage constructively in the discussions on local government reorganisation in Norfolk over the period to April 2028. The 2025/26 Annual Action Plan agreed in November 2023 by Cabinet at its 3rd March 2025 meeting reflects this reduced capacity with 30 actions proposed for delivery during the 2025/26 year.

Cabinet is invited to comment on this report.

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Action Plan 2024/2025

Updates for quarter 4 -January to March 2025



Action		Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment
1	Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Our Greener Future	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Further Examination Hearings are scheduled to take place in week commencing 7th April 2025. If Plan is found 'sound' by the Planning Inspector it should be adopted during 2025.
2	Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Our Greener Future	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	Completed	NA	The Council's carbon footprint report for 23/24 has been presented to the relevant boards and committees and is published on the Council's website. Senior management have approved the use of a climate impact assessment tool, and other measures to allow officers to produce a more detailed analysis of the impacts of projects and policies on Net Zero in Council reports. The initial programme of carbon literacy and carbon awareness training for staff and members has been completed with further training materials available on the intranet. Training will be available for new starters as required. 62 staff and 23 members have received carbon literacy training of which 53 and 10, respectively have received official certification. 200+ additional staff have received carbon awareness training. In recognition of this, the Council has been awarded Bronze Accreditation by the Climate Literacy Project.

Page 24	3	Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Our Greener Future	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	NA	Solar PV was successfully installed on Victory Swim and Fitness in December 2024. A high level feasibility study has been carried out for a solar carport on a further council car park. Feasibility studies have been carried out on 5 council car parks for public EV charging points - these are awaiting information from UKPN on electricity supply and the Council's legal team on land issues.
	4	Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Emily Capps	Our Greener Future	Greener: Waste: 1 Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household	In Progress	Green	Presentation at Business Planning 31st March 2025. Awaiting further details from contractor before the presentation of a full business case. Anticipated in the next month, once proposal has passed through contractors governance process. Paper at Full Council 23rd of April 2025 relating to vehicle and equipment procurement.
	5	Undertaking a review of our open spaces maintenance regimes with the objective of increasing carbon efficiency and encouraging areas of increased biodiversity by September 2024 and implement new arrangements from the 2025 growing season.	Emily Capps	Our Greener Future	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Unfortunately due to competing priorities this has not progressed since the last update. The team have been working on the introduction of commercial and domestic food waste. The new Waste and Contracts Manager stated 17.3.25 and it is hoped that they will bring a renewed focus to this priority.
	6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Amber	Main works at Cromer have been completed and celebration event held in February 2025. Rock works have been completed at Mundesley and concreting works ongoing. Current programme showing works to be completed early Summer 2025. Environment Agency funding has now all been approved and being

							drawn down. Balance of costs vs funding ongoing by project team.
	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 7 March 2027.	Rob Goodliffe	Our Greener Future	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Ongoing progress with reporting to Project Board and Environment Agency in quarterly intervals. Momentum developing with next phase to move forward with strategic and community erosion and transition plans. Nature of the work (being new and innovative) and it being essential to involve communities, is complex and needs time, this is a risk without clarity over longer term timeframes of the programme, government spending review etc. Lots of positive progress overall.
Page 25	Produce and publish a Rural Strategy and Action Plan by 8 June 2024	Stuart Quick	Developing our Communities	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Rural Position statement being prepared to inform the strategy and provide a baseline.
	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities 9 from April 2025.	Steve Hems	Developing our Communities	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to	In Progress	Green	The Council has undertaken a number of consultation exercises specific to relevant subject areas in order to provide opportunity for residents to feel informed and have opportunity to comment on areas of the council's work that are relevant to them. Further consultations will be undertaken as appropriate.

				improve services they receive				
Page 26	10	With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	Developing our Communities	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	Completed	Green	Funding was secured from a range of sources including The North Norfolk Health and Wellbeing Partnership, Better Care Fund and Local Place Board Community Transformation fund enabling the continued employment of the Community Connector Team to deliver projects on Frailty, High Intensity Users and the roll out of community engagement PositiviTea events. We have been funded by Age UK to develop Age Friendly Communities. We have continued to deliver the Household Support Fund. These projects will continue to be delivered until 31/03/2025.
	11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Developing our Communities	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	Completed	Amber	There are no plans to deliver any more accessible toilets in 2026 and 2027. The Council will have provided 5 changing places toilets (and refurbished the existing toilets at the same sights) in Wells, Fakenham, North Walsham, Sheringham and Holt by the end of 2024/25 over a two year period. The provision of the CPTs has been possible with having received some grant funding for the project.

12	Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Developing our Communities	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Cancelled	NA	Following conversations between officers and the Leader it has been agreed to no longer pursue this action.
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	This partnership continues to deliver across the district with several new funds obtained and projects started in the last quarter.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The announcement in the Autumn Statement of 2023 included the funding of the Fakenham Leisure and Sports Hub proposal. The Council has complied with the validation process set out by Government although the funding has not been confirmed due to the change of Government administration. This action is complete and it is suggested that should funding be confirmed at the end of October that a new action for the 2025/26 Annual Action Plan is included for the delivery of the build aspect of the project.
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	The preferred option for the installation of electricity is across a local landowners field, however he has stated that he is not interested in having conversations about this at present. We intend to go back to him with a final offer before reviewing our options. External

	case to be prepared by March 2025.						funding has been secured for a project to build an eco classroom on site at Holt CP.
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	Work on installing Cromer 3G pitch commenced in March and is set to be complete in early June. This will be the first pitch of this kind in the district. The Football Foundation are still very keen to work on projects in the other two priority towns in the district. Fakenham will commence as soon as a lease is agreed with Fakenham Town Council for the grassed area next to the sports centre. For North Walsham we are waiting on the new committee to agree the lease and then will re-open conversations with the club about this project. Colin met with Norfolk FA recently who are fully supportive of all three projects still.
17	Share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Annual data shared with all Town & Parish Councils in November/December 2024, with offer to attend future meetings. Position at April 2025 to be reported shortly.

18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Meeting our Housing Need	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Promotion continuing via discussions with various Town and Parish Councils
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Our Greener Future	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	In Progress	Green	Mitigation schemes now up and running via NEC Ltd. Credits being sold to facilitate developments within North Norfolk. Meetings held with NEC Ltd to ascertain any unregistered interest, so to ensure that proposed developments within North Norfolk are prioritised before any wider release of credits.
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Meeting our Housing Need	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	Completed	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. The Council's budget and collection of second homes premium for 2025/26 was approved by full Council on 19 February 2025.

21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Whilst delivery on 2024/25 is below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Meeting our Housing Need	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	In Progress	Green	01/04/2024 to 31/03/2025- HMO License applications 10, Housing Health and Safety Rating System (HHSRS) inspections 54 against an annual target of 50.
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	Strategy completed

Page 31	24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	The Invest North Norfolk website has been revamped and updated, detailing a range of activities and providing a comprehensive resource of information to support businesses. A range of activities have been delivered and/or planned including an 'Inspiring North Norfolk' event on 12 March 2025, The North Norfolk Annual Business Forum on 25 March 2025 and a cultural/creative sector workshop on 27 March 2025.
	25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 2 Seeking to maximize 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	Bacton Energy Hub Summit held at the NNDC offices on 14th January 2025, attended by 78 individuals who received presentations on the existing Bacton operations in the supply of natural gas from UK and continental sources and the opportunities for the energy transition through carbon capture and storage and hydrogen production recognising the strategic location of Bacton in the existing and future transmission networks. A number of key actions were agreed/taken forward from the event, some of which require coordination or a response from the District Council, however many decisions will be taken forward by key actors and stakeholders within the sector as evidenced by Perenco's recent successful trial test injections of CO2 into depleted gas reservoirs through their Poseidon project.
	26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business	Completed	Green	Stalham Town Centre Task Force has concluded its work and reported to local stakeholders. A new Town Team has been established to facilitate stronger partnership working with local stakeholders and to initiate appropriate projects in response to the issues identified.

				activity, served by public transport				
Page 32	27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	The Council remains actively engaged in pursuing Banking Hubs, particularly in town centre locations where the Banks have withdrawn or have announced that they plan to do so. In March, Santander confirmed that they would be closing their North Walsham premises later this year. However, through ongoing dialogue with Cash Access UK it has been confirmed that there is an intention to deliver a Banking Hub within North Walsham which will help to provide an alternative banking facility for local residents.
	28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	Close liaison with VNN maintained, working collaboratively on destination marketing and support and engagement with the local visitor economy businesses. Exploring new ways of cementing the relationship and identifying ways of enhancing the visitor offer.
	29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	In Progress	Green	As has been recently reported to the Overview and Scrutiny Committee recently, the UKSPF and REPF programmes have been successfully defrayed. The Government has recently announced an additional allocation for UKSPF and REPF for a further transitional year and the detail on these programmes is presently being finalised, with an outline programme agreed by Cabinet on 3 February 2025.

30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Continued dialogue with relevant statutory undertakers and representative organisations (e.g. Water Resources East, Broadland Agricultural Water Abstractors Group) in relation to water infrastructure planning affecting the District, as well as local businesses affected by infrastructure constraints. The Leader of the Council and Chief Executive had an introductory meeting with the new Chief Executive of Anglian Water on 9th January. Delays in agreement to NCC's devolution deal funding has caused set back on Local Energy Plan. Discussions about the future role of Bacton Gas Terminal have included consideration of its potential future energy and water needs as well as its potential to facilitate the supply of energy and water in the future.
31	Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the “digital divide” which exists in the district.	Martyn Fulcher	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	In Progress	Green	Evidence base work ongoing. All Councillors have been contacted with a view to collating and aligning information. Responses received and being assessed to understand extent of coverage loss and need. Cllrs Toye and Holliday liaising.
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed McDonalds at Fakenham, Lidl's potential move to Heath Farm at Holt, Sainsbury's acquisition of the Homebase site at Cromer (shortly to be commencing recruitment) and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer. In addition, significant progress has been made on developing the new roundabout on the Fakenham Bypass.

33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	The North Norfolk Skills & Employment has now met 3 times and an agenda is emerging of key focus areas. The UKSPF funded 'Future Skills Now' programme has recently concluded having conducted skills audits on 83 businesses.
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	The Corporate Peer Challenge team returned to the District Council to assess progress made against the original peer challenge recommendations on 12/12/2024. Progress in this respect and the feedback from the team visit was reported to Overview & Scrutiny Committee on 12/02/2025. https://modgov.north-norfolk.gov.uk/ieListDocuments.aspx?CId=140&MId=2173&Ver=4
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	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. Alongside the IT and Licensing a review of property services/assets and estates and customer services will also take place in 2025.

36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Completed	Green	Complete
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong,	Nicky Debbage	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An independent review of the Council's approach to the purchase and management of Temporary Accommodation was undertaken by an EELGA Talent Bank resource and their report received in November 2024. The recommendations of the report are now being considered and will be taken forward during 2025.

	Responsible and Accountable Council theme in terms of value for money and sustainable financial position.						
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self-service options.	Steve Hems	A Strong, Responsible and Accountable Council	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	In Progress	Green	The customer service team have been working with IT in order to develop the online reporting forms for an increased number of service activities. Work continues to develop the C3 System to enable integration of work flow between the council's CRM system and back office systems to create a greater degree of automation and to enhance the self-service capabilities of the council. Testing is due to start in the next month and it is anticipated that the system will be rolled out across back office systems, based on case volumes, across the summer months.

39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	Members have received a report on this and approved that the existing contract with the current arrangement provides the best value for money and so an new SLA is being drawn up by BKL&WN for NNDC to review. It will be essentially the same as the previous one with some minor amendments e.g. payment of abortive costs where NNDC ask to have a PCN cancelled and that costs will be updated to reflect what they are in 2025/26 including the cost of postage being updated to be the actual cost.
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Green	Awaiting feedback on the Asset Management Plan. The North Norfolk Visitor Centre has been advertised to let following a Cabinet decision regarding the service. Offers from a variety of organisations have been received and are being assessed by officers, which will generate an income for the Council which aligns with this action.
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community	Completed	Green	The Peer Group recommended looking at setting up a company to manage this function. This option was reviewed but not felt to be appropriate for NNDC. However Members have decided to convert all of the weekly let beach huts to leased (5 year) units. This is being actioned by the Estates and Assets Manager under delegated authority.

				facilities and infrastructure			
Page 38	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Final amendments are being made to the People Strategy and Learning and Development Strategy, once these are completed both documents will be shared with CLT, Unison and any committees as required.
43	Further develop and embed our Youth Council work	Emma Denny		Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	Cancelled	Amber	We are exploring other ways of engaging with young people rather than hosting a Youth Council

44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley		Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	The annual accounts have now all been audited and signed off with the last set of accounts being agreed by GRAC on 25 February 2025 and signed off by EY before the deadline backstop date of 28 February 2025. The Council is all caught up with its annual accounts. It is intended to close the 2024/25 accounts by the end of June 2025 which is well within the deadline.
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Action Plan 2025/2026

Updates for quarter 1 & 2 – April to August 2025



	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment
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.	Russell Williams	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	Amber	Consultation on the Main Modifications of the Local Plan is underway and will conclude in mid September 2025. Currently aiming for Plan adoption to be prior to the end of 2025.
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 Council's greenhouse gas emissions continue to be monitored and reported upon following an agreed standard methodology. Initiatives to reduce emissions from the Council's estate and operations will continue to be developed, as well as ones that aim to help reduce the energy use of households.

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 waste collections for every household.	In Progress	Green	<p>Commercial Food waste collection commenced 11th August 2025. Work continues on the domestic roll out, collection vehicles are on order due for deliver Late Summer/Early Autumn 2026. Project team has a clear programme in place and is monitoring risks associated with this project. Large Project Board due to meet September 2025.</p> <p>NNDC participating in the Norfolk wide flexible films trial. Due to commence in North Walsham, September 2025. This will help inform the wider introduction of a scheme to meet legislative changes and ultimately improve recycling rates.</p> <p>A continued Comms campaign and attendance at Summer events (the Sheringham woodland fair) to promote recycling services across the district.</p>
	Coast protection schemes	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future - Protect and Transition our Coastal Environments - Implementing the Cromer and Mundesley Coast Protection Schemes.	In Progress	Green	The Cromer and Mundesley Coast protections schemes are substantially complete. Appropriate monitoring arrangements are in place. Accounting arrangements are being finalised, including claiming outstanding external funds.
	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	Continuing to work 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. A mid-programme review has been undertaken and actions for the next stages of the programme are being initiated, including the formulation of transition plans.

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	Data that illustrates the characteristics of the more remote/rural areas of the District is beginning to be compiled. Analysis will be undertaken of the challenges faced in these areas and will indicate the potential options for service delivery in meeting the identified needs. This is hoped to provide an important evidence base on which future service delivery (including that affected by Local Government Reorganisation) can be developed.
7	Neighbourhood Plans	Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation.	Russell Williams	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	Green	Discussions continue with a number of areas on Neighbourhood Plans - see: https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/ . The Government's withdrawal of funding to support Neighbourhood Plans doesn't help in that it may make delivery more difficult for small town and parish councils and is a disappointment in the context of local government reorganisation in terms of local communities having their ‘place’ and needs understood in much larger organisations. See PH Report to Council in July 2025.

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	Karen Hill	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	Amber	<p>The council continues to work with partners through the Norfolk health and wellbeing partnership, but progress has been slower than anticipated due to the reorganisation of the Intergrated Care Board.</p> <p>The council continues to support our most vulnerable residents through the financial inclusion officers and community connectors team.</p>
Page 44	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	Green	Meeting scheduled between Steff Aquarone MP, Norfolk and Suffolk ICB and the District Council scheduled for early September.
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	Planning permission has been obtained and work on the contract pricing is ongoing. Report to Cabinet is being drafted which will go to the 8th September meeting with a view to obtaining permission to moving to the contract award and subsequent build phase of the project. Currently on time

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	<p>Cromer 3G pitch has now been opened and is being used by the Academy and the Community.</p> <p>Fakenham 3G pitch project is waiting on the lease between NNDC and Fak Town Council to be complete before an application process can be started with The Football Foundation.</p> <p>Discussions continue with North Walsham Town FC about a potential project at Greens Road.</p>
Page 45	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	<p>Staff facilities improvements are complete.</p> <p>Electricity project in ongoing, we are awaiting a valuation before contacting the landowner again.</p> <p>The Hornsea 3 Legacy fund project to build a new classroom and learning space is in progress and on schedule.</p> <p>We are investigating a possible pot of S106 to support the Hornsea project and improve the play area</p>
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 level to inform future development of rural exceptions and other affordable housing schemes.	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	<p>Annual data shared with all Town & Parish Councils in November/December 2024, with offer to attend future meetings - we have now attended several PCs. The April 2025 figures have been reported to Cabinet and will be shared with T&PCs later this year</p>

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	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. This has resulted in £1.31m of additional CT income being used to support affordable housing - both purchase of more council owned temporary accommodation and grant to support retention and development of more affordable homes.
Page 46	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	Whilst delivery in 2024/25 was below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission

<div>16</div> <div>Page 47</div>	Housing standards	<p>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.</p>	Emily Capps	<p>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.</p>	In Progress	Green	<p>HHSRS inspections = 23 undertaken (and HMO Licence Applications = 2 received)</p>
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	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 – pursuing at least 50 cases a year.	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	Amber	<p>Long-term empty properties are those that are banded for council tax and are unoccupied and unfurnished and have been for at least six months. These properties will have an council tax premium of 100% added to the 100% council tax charge when they have been empty for at least a year (so pay 200% charge). The premium goes to 200% when the property has been empty for five years and then increases further to 300% when the property has been empty for ten years.</p> <p>There has been problems with the software for these type of properties because of the introduction of the second home premium which have been reported to the software company and we are still waiting for this to be resolved.</p> <p>Devin O'Neill, our Empty Homes & Revenue Generation Officer has been reviewing reported empty properties on an individual basis and engaging with owners to try to understand issues and help them bring these properties back into use. Members often report properties to Devin who keeps them updated with progress.</p> <p>Last year we were shortlisted for the Public Finance Awards for 'Collaboration and Innovation within Local Services' which was all about our empty property work. Following this we were also nominated for this year's Empty Homes Network Awards 2025 and NNDC were highly commended for the category 'best use of media award'.</p>
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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.	In Progress	Green	Invest North Norfolk – the Council's business facing brand and portal – has continued to develop and expand, 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. Following 3 successful business engagement events in Q4, a programme of other events, including working collaboratively with business representative groups, are in development.
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.

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	In Progress	Green	The Stalham Town Team continue to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Officers have recently presented to the local team 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 Town Ambition Programme. To date 3 Expressions of Interest from Stalham have been submitted and are presently being given due consideration.
Page 50 21	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	Cromer and North Walsham have successfully received nominations for Banking Hub provision, which will commence operation around the time of the closure of the remaining banks in those towns. Conversations have been held with Cash Access UK and a high street bank on securing properties for these emerging Hub branches, and in respect of enhanced deposit solutions required in Fakenham, with a further conversation due to occur shortly. Fakenham and Sheringham will be unable to receive designation for Banking Hubs whilst recognised banking provision is still left in those towns. Conversations have also taken place on securing the next steps in the evolution of Banking Hubs and improvements that may be required to existing services, for instance around provision of statements and higher deposit/withdrawal limits in branches. The District Council has also supported the County Council in some work they are doing to study access to cash across Norfolk.

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	<p>A new partnership arrangement with Visit North Norfolk has been agreed, by which the Council will continue to support and work with tourism interests across the area to promote North Norfolk as a key visitor destination with a diverse visitor offer, supporting and developing the local visitor economy.</p> <p>The Visit North Norfolk business conference 2025 is to take place at the Lady Elizabeth Wing of the Holkham Estate on Thursday 6th November.</p>
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	<p>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 a pipeline of business/community projects continue to be brought forward for potential REPF grant funding.</p>

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 announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed McDonalds at Fakenham, Lidl's potential move to Heath Farm at Holt (alluded to in the local media, but subject to planning), 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
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	Submission of interim proposals to Government on 21st March 2025; with feedback received on 2nd and 7th May. NNDC is continuing to work with Breckland, Broadland, Great Yarmouth, Kings Lynn and West Norfolk and Norwich City councils in promoting a three unitary council structure for Norfolk in the future. Appointed consultants Inner Circle Consulting to advise on the submission of Full Business Case to Government by 26th September. Launched the Future Norfolk engagement platform to invite comments from residents and stakeholders. A number of workstreams are now being taken forward to develop the Full Business Case including target operating models for service delivery, financial viability and sustainability and democratic structures to inform submission documents. Extraordinary meeting of Full Council arranged for 17th September to approve submission documents.

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	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 the Government's Devolution and Local Government Reorganisation agendas.
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	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. A service review is currently in progress in property service, which has resulted in the admin staff now working across both property and estates. A strategic IT Manager has been appointed and is currently looking at the IT Structure across all teams.

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	Green	An expression of interest submission was made for grant funding from the Creative Foundations Fund. This included details to a project for £4.5m funding, which includes Cromer Pier Pavilion Theatre auditorium works, alongside smaller elements contributing to the substructure works.
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	Amber	Some initial review work has been undertaken to identify assets which may need to be safeguarded. Currently the Estates Team and Legal Team are looking at some specific local assets and considering how they may be protected for the benefit of the area and the community through the Local Government Reorganisation process. As a council we have sought advice from MHCLG on how such assets and discretionary spending can be protected under any unitary council model and we will be making reference to this in our business case submission to government.

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	Amber	Limited resources in Estate and Eastlaw impact on capacity to deliver commercialisation effectively, however there is work ongoing seeking to address this. Officers take a key role in progressing other non - commercial corporate priorities, including acquiring residential properties for temporary accommodation, acquiring land and property for Coastwise project and negotiating leases/tenant matters for leisure projects.
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BUDGET MONITORING Period 4 2025/26	
Executive Summary	<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 July 2025.</p> <p>As at 31 July 2025, the General Fund projected surplus £0.138m for the full year 2025/26. This is after adjusting for all known variations and full year forecasting by service managers.</p>
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	This is an update report on the Council's financial position and no other consultations were considered.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <ul style="list-style-type: none"> a) Note the contents of the report and the current forecast year end position. b) Approval is requested from Full Council to decrease the 2025/26 capital budget for the Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme. c) Approval is requested from Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme. d) Note the contents of the Q1 Treasury Management update report, appendix F.
Reasons for recommendations	To update members on the current budget monitoring position for the Council.
Background papers	Budget report, Budget Monitoring reports

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

Links to key documents:	
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

Corporate Governance:	
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 with the first published monitoring report of 2025/26, movements to the forecast position are against the updated budget for 2025/26. 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 July 2025 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 (Appx 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 P4 2025/26

- 2.1 The General Fund position for the year shows a forecast year-end Surplus of (£0.138m). 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 P4 2025/26 £'000	Variance £'000
Service Area:			
Corporate	4,272	4,200	(72)
Resources	5,255	5,573	318
Service Delivery	9,374	9,038	(336)
Net Cost of Services	18,901	18,811	(90)
Parish Precepts	3,736	3,736	0
Net Interest Receivable/Payable	(1,101)	(1,033)	68
Minimum Revenue Provision (MRP)	527	527	0
Capital Financing	320	1,978	1,658
Contribution to/(from) Earmarked Reserves	1,538	(236)	(1,774)
Contribution to/(from) General Reserve	(15)	(15)	0
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	23,908	23,353	(554)
Government Grants and Council Tax	(23,908)	(23,908)	0
Net (Surplus)/Deficit for the Year	-	(138)h	(138)

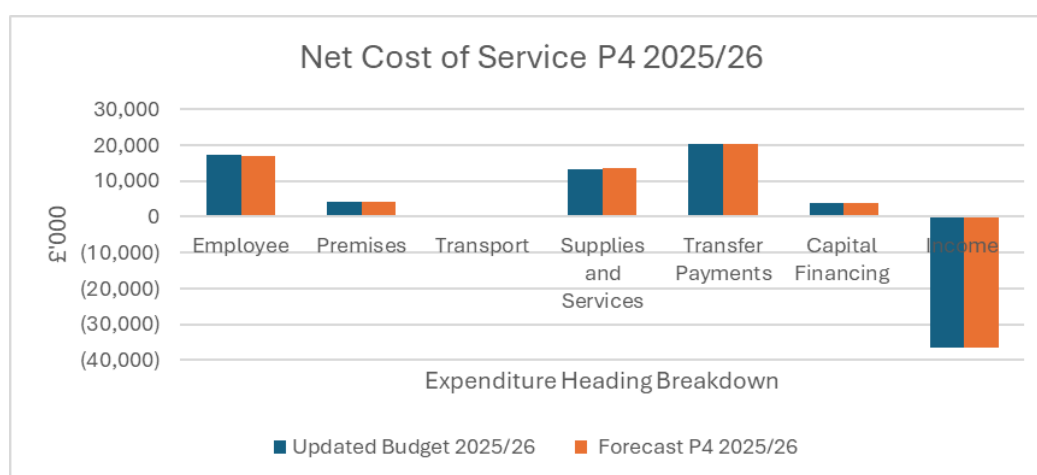
- 2.5 **Net Cost of Service** – the position shows a net surplus of (£90k) across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.
- 2.6 **Non-Service expenditure** – Relates to income and expenditure not directly related to providing specific Council services.
- **Net Interest Receivable/Payable** – relates to the Council's balances invested to provide revenue to assist with funding the budget. The position shows that there was a net deficit of £68k at the end of the year. This is largely related to interest receivable which was lower than predicted due to reduced interest rates and lower balances available to invest. This is explained further within paragraphs 3.10 to 3.16.
 - **Capital Financing** - this expenditure line relates to revenue financing allocated to the council's capital programme. The position shows an

Increase of £1.658m which reflects slippage from the 2024/25 capital programme which was highlighted in the 2024/25 Outturn report. This does not impact on the bottom-line position as all of the finance relates to earmarked reserve movements.

- **Contributions to/(from) Reserves** – Movement from the budgeted position largely reflects the updated capital programme. Further information on the councils reserves movements can be found at section 6 below and within Appx D.
- **Government Grant and Council tax** – As part of Central Government funding allocations the Council were notified that they would be receiving a grant in respect of Extended Producer responsibilities of £1.616m. Earlier this year we were notified that this would be reduced to £1.283m. Further advice has now been received to advise us that we will be receiving a top up payment to the level of the original allocation £1.616m. This does not impact the bottom line as it has been ringfenced in a new earmarked reserve.

3. **Net Cost of Services – Commentary by Expenditure Heading for Period 4 2025/26**

- 3.1 The net cost of services shows a year-end surplus of (£90k). 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 £330k**
- As part of the budget process 3% inflation was incorporated into the personnel budgets for 2025/26, the pay award has recently been agreed at 3.2%. This increase of 0.2% inflation equates to an estimated shortfall of £31k.

- The departure of two Directors in April 2025 will deliver an estimated net saving of £71k 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.
- Employee savings resulting from vacancies and changes to contract hours are estimated to result in full year savings of £369k.
- £154k in budgeted staffing savings not yet achieved, although this has been offset by other staffing savings.
- Indirect employee costs including Insurances and training are forecast to be under budget by an estimated £12k.
- The forecast position anticipates that restructuring costs of £59k are funded from the Restructuring and invest to save reserve.

3.5 Premises Costs – Net underspend of £15k

- (£30k) Business rates on the council's own assets including a large saving due to car park revaluations.
- £41k Programmed and reactive Repairs and Maintenance (R&M) this is offset by a reduction (£10k) in vandalism related costs.
- £10k Utilities including electricity and water charges
- £5k Insurances including the councils Fire/General policy
- (£27k) Rental expenditure relating to public conveniences.

3.6 Transport Related costs – (£17k)

- (£15k) reduction in mileage claimed by officers.

3.7 Supplies and Services – £127k

- Agency staff £112k – Additional support required within Finance, Environmental Health and Legal. Most of this cost has been offset by staff turnover savings or grant income.
- £12k Bad debt write offs which are not budgeted for at service level.
- £12k Bank Charges offset by a reduction in brokerage fees.
- ICT - Net £10k increased Software licences and purchases offset by a reduction in consumables costs.
- (£38k) Other professional fees – Local Plan inspection fees (offset by reduced reserve contribution)
- £57k Estates - Consultancy fees
- £8k Public liability insurance premium
- (£13k) Internal Audit fee expenditure
- (£17k) Publication costs

3.8 Transfer payments - £30k

This relates to NNDC service charges, NNDC retained overheads for main admin building at Cromer and the rocket house public convenience.

3.9 Income – Net shortfall of £115k

Government Grants – Forecast overspend of £282k

- 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 initial subsidy claim for 2025/26 submitted to the Department for Works and Pensions (DWP) there is an anticipated shortfall of £706k. 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 £400k.

Other Grants and Reimbursement – shortfall £15k

- (£10k) Car park contributions
- £25k other LA Contributions Coastal Management (offset by saving in staffing costs)

Rents – Shortfall £24k

- £24k Anticipated shortfall in rental receipts on assets including industrial estates and chalets.

Customer and Client Receipts – surplus (£189k)

- (£20k) –Waste and Recycling income
- £38k – Building Control fee income, fee scale increases not yet realised due to the timing of applications.
- (£200k) – Development Management, planning fee income due to a number of large-scale applications.
- (£7k) – Net car park income surplus this is after taking account of the impact of the savings/income targets

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. However, this has had an adverse impact on the investment income the Council is achieving. As at the time of writing this report, the base rate was 4%.
- 3.11 At period 4, the Council earned £0.599m in investment interest, which is a favourable variance of £0.131m above the period 4 budget of £0.468m. This was with an average rate of 5.56% on an average principle of £29.735m. However, with the dip in interest rates and available cash balances as budgeted for above, a year-end shortfall of £0.068m is expected, with anticipated earnings of £1.351m.

- 3.12 This variance is not a concern at the current time as it is on par with the anticipated year end budget and will fluctuate with daily investment balances.

Borrowing Interest

- 3.13 The Council has previously approved borrowing to fund some of its capital projects, currently the Council has an opening CFR (Capital Financing Requirement) at the start of 2025/26 of £17.544m. The CFR is a measure of a local authority's underlying need to borrow to finance its past capital expenditure which has not yet been funded by capital or revenue resources. MRP (minimum revenue provision) which is an annual revenue contribution to capital is paid annually to finance this CFR deficit over time.
- 3.14 The Capital Financing requirement (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 PWLB, Public Works Loans Board). During 2025/26 the only long-term borrowing identified to be required to fund the Council's cash shortfall was £5m.
- 3.15 The Council currently has £5m 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% and the Council will incur a £0.210m borrowing expense from this loan in 2025/26.
- 3.16 The Council had a prior £5m 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. The Council has a 2025/26 borrowing budget of £0.302m to cover these expenses and to allow budget for any additional short-term borrowing that may be required during the financial year.

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 (£138k).

4.2 Table 2: Performance against £1.881m Savings Target

Directorate	Assistant Director	2025/26 Budget £000	Forecast	
			P4 2025/26 £000	Variance £000
Corporate	Corporate functions	879	752	(128)
	Legal and Governance	14	14	0
Service Delivery	Environmental Health and Leisure	182	182	0
	People Services	236	236	0
	Planning	255	138	(118)
Resources	Finance, Assets and Revenues	202	157	(45)
	Sustainable Growth	112	57	(55)
		1,881	1,535	(346)

- 4.3 The current forecast shortfall in savings of £346k is largely due to the following reasons.
- 4.4 Service restructuring which has not yet been implemented has £154k.
- 4.5 Predicted shortfall against £127k additional income factored into the base
- £97k car parking income due to timing difference on delivery of additional car park income streams, although overall car park income is forecast to deliver a surplus.
 - £30k Building Control fee income. A majority of the income received is 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.

5. Capital Programme 2025/26

- 5.1 This section of the report presents the capital programme 2025/26 position at the end of period 4, 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 4 was £4.819m compared to an updated full year capital budget of £36.407m. This gives a remaining 2025/26 capital budget of £31.588m.
- 5.3 At 2024/25 outturn reporting, the Capital Programme included a capital budget of £10.850m for the Fakenham Leisure and Sports Hub (FLASH), as agreed by Full Council on 21 February 2024. These budget monitoring papers have since been updated to reflect decisions made by Full Council on 27 March 2024: an increase of £0.450m to account for inflation and a further £0.330m for framework fees. This total increase of £0.780m has now been incorporated into the Capital Programme, bringing the approved project budget to £11.630m.
- 5.4 The large amount of the remaining budget is attributed to the Council having multiple high-value projects in its capital programme in the current financial year. With the projects primarily funded by external grants, this variance is not a concern to the Council's own internal financing of the capital programme.
- 5.5 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:
- 5.6 Seek approval of Full Council to decrease the 2025/26 capital budget for the Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme. This is not new funding, but a re-allocation of existing funding to reflect where the expenditure has been spent on both schemes.
- 5.7 Seek approval of Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme. This is not new funding, but a re-allocation of existing funding to reflect where the expenditure has been spent on both schemes.

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 assumed contributions into reserves of £1.524m the current forecast is a net contribution from reserves of £251k, the main reasons for this movement are outlined below.
- 6.3 £1.658m relates to capital financing allocations this is a result of slippage in the 2024/25 capital programme, details of which are included in the Council outturn report for 2024/25.
- 6.4 The Forecast General Reserve balance on 31 March 2026 is £2.810 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 financial position at the year-end for the year 2024/25. There are proposed recommendations for Cabinet to make to full Council on 23 July 2025. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

9. Corporate Priorities

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

10. Financial and Resource Implications

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

11. Legal Implications

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

12. Risks

- 12.1 Financial risks are identified within the report content.

13. Net ZeroTarget

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

14. Equality, Diversity & Inclusion

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

15. Community Safety issues

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

16. Conclusion and Recommendations

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

- a) The Updated Forecast position at P4 2025/26 for the General Fund revenue account (See Appendix A);
- b) Approval is requested from Full Council to decrease the 2025/26 capital budget for Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme.

- c) **Approval is requested from Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme.**

S151 Officer

The Period 4 position as presented in this report shows that the updated forecast for 2025/26 is a yearend surplus of £0.138m. The Finance team and service managers will continue to monitor all revenue and capital budgets and provide a further update on the forecast financial position at P6 (September) 2025.

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.

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General Fund Summary Forecast Outturn at P4 2025/26

Service Area	Restated				Variance £
	2025/26 Base Budget £	2025/26 Base Budget £	2025/26 Updated Budget £	Full Year Forecast Period 4 2025/26 £	
Corporate Leadership/ Executive Support	3,044,560	4,384,567	4,384,567	4,312,900	(71,667)
Communities	9,129,891	0	0	0	0
Place and Climate Change	4,520,786	0	0	0	0
Resources	5,653,740	6,970,323	6,970,323	7,288,123	317,800
Service Delivery	0	10,994,087	10,994,087	10,658,249	(335,838)
Net Cost of Services	22,348,977	22,348,977	22,348,977	22,259,272	(89,705)
Parish Precepts	3,736,377	3,736,377	3,736,377	3,736,377	0
Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)	0
Refcus	(761,647)	(761,647)	(761,647)	(761,647)	0
Interest Receivable	(1,403,400)	(1,403,400)	(1,403,400)	(1,335,400)	68,000
External Interest Paid	302,100	302,100	302,100	302,100	0
Revenue Financing for Capital:	320,000	320,000	320,000	1,978,007	1,658,007
Minimum Revenue Provision	527,257	527,257	527,257	527,257	0
IAS 19 Pension Adjustment	276,280	276,280	276,280	276,280	0
Net Operating Expenditure	22,383,570	22,383,570	22,383,570	24,019,872	1,636,302
Collection Fund – Parishes	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)	0
Collection Fund – District	(7,812,582)	(7,812,582)	(7,812,582)	(7,812,582)	0
Retained Business Rates	(8,660,926)	(8,660,926)	(8,660,926)	(8,660,926)	0
New Homes bonus	(596,090)	(596,090)	(596,090)	(596,090)	0
3.2% Funding Guarantee	(805,165)	(805,165)	(805,165)	(805,165)	0
Revenue Support Grant	(335,416)	(335,416)	(335,416)	(335,416)	0
NI Compensation	(150,583)	(150,583)	(150,583)	(150,583)	0
Recovery Grant	(194,584)	(194,584)	(194,584)	(194,584)	0
Extended Responsibility Grant	(1,616,000)	(1,616,000)	(1,616,000)	(1,616,000)	0
Income from Government Grant and Taxpayers	(23,907,723)	(23,907,723)	(23,907,723)	(23,907,723)	0
Contributions to/(from) Earmarked reserves	1,524,153	1,524,153	1,524,153	(250,559)	(1,774,712)
(Surplus)/Deficit	0	0	0	(138,410)	(138,410)

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General Fund Budget Monitoring P4 2025/26
Corporate Directorate
Corporate

	Updated Budget 2025/26	Full Year Forecast P4 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Human Resources & Payroll				
Employee	360,555	347,788	(12,767)	Reduced hours post.
Transport	500	500	0	No Major Variances.
Supplies and Services	26,900	23,850	(3,050)	(£5,000) Professional Fees. £2,700 Computer Maintenance.
Income	(1,000)	(1,000)	0	No Major Variances.
	386,955	371,138	(15,817)	
Tourist Information Centres				
Employee	0	31,774	31,774	£23,207 Redundancy costs funded from reserves. £8,567 Delayed closure resulting in additional costs.
Premises	18,586	26,627	8,041	£3,909 Repairs & Maintenance. £3,743 Business Rates.
Supplies and Services	330	804	474	No Major Variances.
Capital Financing	2,651	2,651	0	No Major Variances.
Income	(10,000)	(7,410)	2,590	£5,000 Lease income due to delayed tenancy. (£2,410) Sale of goods.
	11,567	54,446	42,879	
Corporate Leadership Team				
Employee	731,021	665,243	(65,778)	(£83,886) Vacant posts. £13,971 S151 recruitment. £4,637 Additional supplement.
Transport	9,131	6,987	(2,144)	No Major Variances.
Supplies and Services	13,820	22,390	8,570	£13,520 Temporary S151 Officer. (£2,500) Professional Fees. (£1,500) Subscriptions.
	753,972	694,620	(59,352)	
Reprographics				
Employee	709	709	0	No Major Variances.
Transport	250	0	(250)	No Major Variances.
Supplies and Services	35,290	29,890	(5,400)	(£5,000) Stationery.
Income	(4,000)	(4,000)	0	No Major Variances.
	32,249	26,599	(5,650)	
Customer Services - Corporate				
Employee	934,118	910,077	(24,041)	(£22,041) Vacant posts. (£2,000) Training.
Transport	4,000	1,500	(2,500)	Reduced mileage claims.
Supplies and Services	62,332	46,346	(15,986)	(£5,000) Stationary. (£5,000) Subscriptions. (£5,986) Various minor variances.
Capital Financing	54,056	54,056	0	No Major Variances.
Income	(17,250)	(25,000)	(7,750)	Service charge income for additional tenant.
	1,037,256	986,979	(50,277)	
Communications				
Employee	236,355	219,808	(16,547)	(£11,457) Vacant post. (£5,000) Training.
Transport	2,238	2,038	(200)	No Major Variances.
Supplies and Services	52,680	36,180	(16,500)	(£10,000) Magazine publication. (£4,000) Photography. (£2,500) Digital promotion.
Capital Financing	55,954	55,954	0	No Major Variances.
	347,227	313,980	(33,247)	
Project and Performance Management				
Employee	169,574	215,833	46,259	£35,825 Redundancy payment funded from reserves. £11,535 Saving not met. (£1,100) Training.
Transport	600	300	(300)	No Major Variances.
Supplies and Services	2,840	2,500	(340)	No Major Variances.
	173,014	218,633	45,619	
AD Corporate Services				
Employee	76,745	57,558	(19,187)	Vacant post.
Transport	1,444	1,208	(236)	No Major Variances.
Supplies and Services	250	250	0	No Major Variances.
	78,439	59,016	(19,423)	
Total Corporate	2,820,679	2,725,411	(95,268)	

General Fund Budget Monitoring P4 2025/26

Corporate Directorate

Legal and Governance

Subjective Description

	Updated Budget 2025/26	Full Year Forecast 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Registration Services				
Employee	159,956	159,956	0	No Major Variances.
Premises	2,600	2,600	0	No Major Variances.
Transport	400	400	0	No Major Variances.
Supplies and Services	62,425	75,825	13,400	£7,600 Printing & £5,000 Postage - additional costs for Canvass.
Income	(1,500)	(1,000)	500	No Major Variances.
	223,881	237,781	13,900	
Members Services				
Employee	223,125	196,061	(27,064)	Employee costs underspend (£29,039) due to vacant posts within the Democratic Services team offset by £2000 Members training.
Transport	7,981	7,981	0	No Major Variances.
Supplies and Services	406,967	402,902	(4,065)	Members basic allowance.
	638,073	606,944	(31,129)	
Legal Services				
Employee	565,582	543,416	(22,166)	See Note A Below:
Transport	3,588	2,644	(944)	Vacant Local Government Lawyer post.
Supplies and Services	79,810	143,461	63,651	£54,131 Agency costs. £12,000 Bad Debts Written off. (£2,180) Books.
Income	(55,000)	(55,000)	0	No Major Variances.
	593,980	634,521	40,541	
Note A: (£75,184) Underspend in relation to vacant Local Government Lawyer posts - this is offset by agency fee overspend in Supplies and Services. (£15,121) Administrative Assistant post part time instead of full time. £8,041 Overspend in relation to Job Evaluation for Trainee Solicitor. £61,673 Local Government Lawyer post to be funded by reserves.				
Ad Legal and Governance				
Employee	104,960	105,149	189	No Major Variances.
Transport	2,194	2,294	100	No Major Variances.
Supplies and Services	800	800	0	No Major Variances.
	107,954	108,243	289	
Total Legal and Governance	1,563,888	1,587,489	23,601	
Total Corporate Directorate	4,384,567	4,312,900	(71,667)	

General Fund Budget Monitoring P4 2025/26
Resources Directorate
Finance, Assets and Revenues

	Updated Budget 2025/26	Full Year Forecast P4 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Car Parking				
Premises	771,170	725,851	(45,319)	Business rates underspend.
Supplies and Services	362,425	365,125	2,700	Postage costs for season tickets.
Capital Financing	55,829	55,829	0	No Major Variances.
Income	(3,851,874)	(3,859,045)	(7,171)	See Note A Below:
Internal Income	(10,000)	(10,000)	0	No Major Variances.
	(2,672,450)	(2,722,240)	(49,790)	

Note A: Although we have seen an increase in car parking income, we are projecting to be £13,000 under budget in relation to car parking charges. We are also forecasting (£20,000) increase in PCN income.

Industrial Estates				
Premises	34,914	44,319	9,405	Business rates and insurance overspends.
Capital Financing	24,189	24,189	0	No Major Variances.
Income	(236,353)	(226,344)	10,009	See Note A Below:
	(177,250)	(157,836)	19,414	

Note A: Variance due to rental income below budget due to vacant units (North Walsham) as a result the £7,445 Increased rental income saving at North Walsham is not going to be achieved.

Surveyors and Church Yards

Premises	6,500	6,500	0	No Major Variances.
Income	(50)	(50)	0	No Major Variances.
	6,450	6,450	0	

Revenue Services

Employee	1,014,776	980,768	(34,008)	Two Revenue Officer roles replaced with Apprentices instead resulting in an underspend.
Transport	1,844	2,794	950	Transport costs.
Supplies and Services	183,173	183,773	600	No Major Variances.
Capital Financing	0	30	30	No Major Variances.
Income	(454,130)	(454,130)	0	No Major Variances.
	745,663	713,235	(32,428)	

Benefits Subsidy

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.
	0	400,000	400,000	

Non Distributed Costs

Employee	0	0	0	No Major Variances.
	0	0	0	

ICT - Support Services

Employee	1,110,382	1,113,299	2,917	See Note A Below:
Transport	800	750	(50)	No Major Variances.
Supplies and Services	1,018,634	1,027,633	8,999	Increase in computer costs.
Capital Financing	206,587	206,587	0	No Major Variances.
	2,336,403	2,348,269	11,866	

Note A: IT Applications employee costs £5,785 over budget, mainly due to an unbudgeted post being made permanent. IT Web Team £10,985 over budget, 2 posts removed and 3 Fixed term employees made permanent. IT Infrastructure/IT Manager employee costs underspend of (£13,932) forecast in year.

Poppyfields

Premises	3,425	3,425	0	No Major Variances.
Supplies and Services	20,100	20,100	0	No Major Variances.
	23,525	23,525	0	

Property Services

Employee	597,381	595,136	(2,245)	Training underspend.
Premises	2,040	4,771	2,731	Corporate unbudgeted R&M costs.
Transport	29,850	30,007	157	No Major Variances.
Supplies and Services	20,261	17,090	(3,171)	Material purchases.
Capital Financing	16,354	16,354	0	No Major Variances.
Income	0	(282)	(282)	Insurance compensation.
	665,886	663,076	(2,810)	

Estates

Employee	250,040	171,655	(78,385)	Staff vacancies - however this will be partly offset by ESPO contract for consultancy.
Premises	5,840	5,957	117	No Major Variances.
Transport	4,000	1,044	(2,956)	Travelling costs reduced due to uptake on use of Electric Vehicles.
Supplies and Services	25,600	82,573	56,973	ESPO Consultancy Fees.
Capital Salaries	(1,800)	(1,800)	0	No Major Variances.
Income	(2,780)	(5,280)	(2,500)	Additional admin fee income.
	280,900	254,149	(26,751)	

	Updated Budget 2025/26	Full Year Forecast P4 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Admin Buildings				
Premises	561,232	551,971	(9,261)	£5,667 Utilities & £5,000 R&M. (£10,390) Cleaning & (£10,118) NDR.
Supplies and Services	35,764	37,236	1,472	No Major Variances.
Transfer Payments	149,849	167,976	18,127	Increased service charge costs for NNDC share of admin buildings.
Capital Financing	30,487	30,487	0	No Major Variances.
Income	(467,356)	(469,168)	(1,812)	No Major Variances.
	309,976	318,502	8,526	
Corporate Finance				
Employee	581,559	587,388	5,829	Mainly in relation to Staff Training.
Transport	1,044	100	(944)	Lump sum budgeted for but not payable.
Supplies and Services	32,008	81,456	49,448	£36,200 Agency Fees. £8,000 Computer Purchases - Software. £3,942 Subscriptions.
Capital Financing	13,631	13,631	0	No Major Variances.
	628,242	682,575	54,333	
Insurance & Risk Management				
Employee	58,150	57,376	(774)	No Major Variances.
Transport	11,670	11,338	(332)	No Major Variances.
Supplies and Services	154,010	148,223	(5,787)	Public Liability, All Risks and Theft of Contents.
	223,830	216,937	(6,893)	
Internal Audit				
Supplies and Services	90,846	78,147	(12,699)	Audit Fees.
	90,846	78,147	(12,699)	
Playgrounds				
Premises	31,450	31,455	5	No Major Variances.
Supplies and Services	63,237	63,237	0	No Major Variances.
	94,687	94,692	5	
Chalets/Beach Huts				
Premises	37,158	63,768	26,610	Business rates.
Supplies and Services	20,200	19,800	(400)	No Major Variances.
Capital Financing	4,530	4,530	0	No Major Variances.
Income	(332,000)	(332,000)	0	No Major Variances.
	(270,112)	(243,902)	26,210	
Amenity Lighting				
Premises	43,221	50,121	6,900	Repairs and Maintenance.
	43,221	50,121	6,900	
Community Centres				
Premises	11,280	11,420	140	No Major Variances.
Capital Financing	1,460	1,460	0	No Major Variances.
	12,740	12,880	140	
Cromer Pier				
Premises	155,590	165,827	10,237	Repairs and Maintenance.
Supplies and Services	21,000	21,800	800	No Major Variances.
Capital Financing	72,849	72,849	0	No Major Variances.
	249,439	260,476	11,037	
Public Conveniences				
Premises	775,800	735,745	(40,055)	(£27,460) Rent/Hire of Buildings and (£12,718) NDR.
Supplies and Services	41,100	38,600	(2,500)	Materials Purchases.
Transfer Payments	17,224	29,530	12,306	Increased service charge costs for NNDC share of Rocket House.
Capital Financing	139,989	139,989	0	No Major Variances.
	974,113	943,864	(30,249)	
Investment Properties				
Premises	217,342	223,509	6,167	Business rates.
Supplies and Services	2,079	2,079	0	No Major Variances.
Capital Financing	111,696	111,696	0	No Major Variances.
Income	(221,927)	(220,223)	1,704	(£12,306) Increased NNDC Service charge income from Public Conveniences. £14,465 Reduction in rental income.
	109,190	117,061	7,871	
Central Costs				
Employee	35,500	33,604	(1,896)	No Major Variances.
Supplies and Services	15,500	15,500	0	No Major Variances.
	51,000	49,104	(1,896)	
Corporate & Democratic Core				
Employee	437	438	1	No Major Variances.
Transport	100	100	0	No Major Variances.
Supplies and Services	491,415	524,365	32,950	£14,970 Bank Charges, £19,300 Subscriptions and £2,201 Licences offset by (£3,250) Treasury brokerage fees.
Income	0	(69,199)	(69,199)	MHCLG Audit Grant Income.
	491,952	455,704	(36,248)	
AD Finance, Assets and Revenues				
Employee	94,103	89,023	(5,080)	Accrual entered onto the system when invoice paid last year.
Transport	1,219	2,019	800	No Major Variances.
Supplies and Services	160	460	300	No Major Variances.
	95,482	91,502	(3,980)	
Total Finance Assets and Revenues	4,313,733	4,656,291	342,558	

General Fund Budget Monitoring P4 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P4 2025/26 £	Variance 2025/26 £	Variance Explanation
Internal Drainage Board Levies				
Premises	576,672	576,672	0	No Major Variances.
Income	0	(49,000)	(49,000)	IDB levies grant from MHCLG.
	576,672	527,672	(49,000)	
Travellers				
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.
	69,763	69,763	0	
Public Protection				
Employee	624,367	580,624	(43,743)	Vacant posts - recruited from September 2025.
Transport	13,994	13,994	0	No Major Variances.
Supplies and Services	46,660	70,953	24,293	Agency staffing.
Income	(255,358)	(255,358)	0	No Major Variances.
	429,663	410,213	(19,450)	
Street Signage				
Supplies and Services	10,000	10,000	0	No Major Variances.
	10,000	10,000	0	
Environmental Protection				
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.
	699,974	683,383	(16,591)	
Environmental Contracts				
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.
	399,760	399,760	0	
Corporate H&S				
Employee	90,573	90,573	0	No Major Variances.
Transport	600	600	0	No Major Variances.
Supplies and Services	2,250	2,250	0	No Major Variances.
Income	(26,500)	(26,500)	0	No Major Variances.
	66,923	66,923	0	
Markets				
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)	(40,000)	0	No Major Variances.
	(8,254)	(8,254)	0	
Parks & Open Spaces				
Premises	275,240	275,240	0	No Major Variances.
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.
	334,358	334,358	0	
Foreshore				
Employee	20,129	20,129	0	No Major Variances.
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.
	68,830	68,830	0	
Leisure Complexes				
Premises	141,923	141,923	0	No Major Variances.
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.
	594,388	594,388	0	
Other Sports				
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.
	35,210	35,210	0	

General Fund Budget Monitoring P4 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P4 2025/26 £	Variance 2025/26 £	Variance Explanation
Recreation Grounds				
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.
	19,546	19,546	0	
Pier Pavilion				
Premises	3,000	3,000	0	No Major Variances.
Capital Financing	20,286	20,286	0	No Major Variances.
Income	(10,000)	(10,000)	0	No Major Variances.
	13,286	13,286	0	
Beach Safety				
Premises	2,750	2,750	0	No Major Variances.
Supplies and Services	372,283	372,283	0	No Major Variances.
	375,033	375,033	0	
Woodlands Management				
Employee	194,722	194,722	0	No Major Variances.
Premises	52,831	52,831	0	No Major Variances.
Transport	25,076	25,076	0	No Major Variances.
Supplies and Services	11,450	11,450	0	No Major Variances.
Capital Financing	5,449	5,449	0	No Major Variances.
Income	(69,960)	(69,960)	0	No Major Variances.
	219,568	219,568	0	
Waste Collection And Disposal				
Supplies and Services	6,112,401	6,112,401	0	No Major Variances.
Capital Financing	764,192	764,192	0	No Major Variances.
Income	(4,981,482)	(5,001,482)	(20,000)	(£10,000) Additional fee income from bulky waste collections and a further (£10,000) from collection of arrears for garden bin fees.
	1,895,111	1,875,111	(20,000)	
Cleansing				
Supplies and Services	1,099,500	1,099,500	0	No Major Variances.
Income	(90,400)	(90,400)	0	No Major Variances.
	1,009,100	1,009,100	0	
Leisure				
Employee	179,456	179,456	0	No Major Variances.
Transport	5,332	5,332	0	No Major Variances.
Supplies and Services	27,550	27,550	0	No Major Variances.
	212,338	212,338	0	
Community Safety				
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.
	14,386	14,386	0	
Civil Contingencies				
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.
	95,807	95,807	0	
Ad Environmental & Leisure Svs				
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.
	101,246	101,246	0	
	7,232,708	7,127,667	(105,041)	

General Fund Budget Monitoring P4 2025/26

Service Delivery Directorate

People Services

Subjective Description

	Updated Budget 2025/26	Full Year Forecast 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Benefits Administration				
Employee	1,162,567	1,162,567	0	No Major Variances.
Transport	2,832	2,832	0	No Major Variances.
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.
	981,083	981,083	0	
Homelessness				
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.
	(583,552)	(583,552)	0	
Housing Options				
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.
	835,384	835,384	0	
Community				
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.
	585,367	585,367	0	
Ad People Services				
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.
	78,901	78,901	0	
Total People Services	1,897,183	1,897,183	0	

General Fund Budget Monitoring P4 2025/26
Service Delivery Directorate
Planning

Subjective Description	Updated Budget 2025/26	Full Year Forecast 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Development Management				
Employee	1,393,059	1,406,226	13,167	£87,951 Savings not met. £1,554 Pay award. (£59,509) Vacant hours in posts. (£7,222) Pension opt out. (£4,950) Supplement. (£4,707) Vacant post.
Transport	25,880	22,908	(2,972)	(£2,000) Reduced mileage claims due to use of EV vehicles.
Supplies and Services	57,750	74,040	16,290	£30,000 legal fees and compensation. £1,290 Agency Fees. (£10,000) Subscriptions. (£5,000) Professional Fees.
Capital Financing	76,501	76,501	0	No Major Variances.
Income	(1,077,500)	(1,277,500)	(200,000)	Increased income due to large planning sites.
	475,690	302,175	(173,515)	
Planning Policy				
Employee	397,744	372,840	(24,904)	Reduced hours post.
Transport	7,108	6,674	(434)	No Major Variances.
Supplies and Services	117,200	59,200	(58,000)	(£38,000) Local plan spend reserve funded. (£20,000) Professional Fees.
	522,052	438,714	(83,338)	
Conservation, Design & Landscape				
Employee	344,405	339,874	(4,531)	(£5,020) Pension contributions.
Transport	7,909	7,909	0	No Major Variances.
Supplies and Services	31,350	23,850	(7,500)	(£7,500) Contribution not payable.
	383,664	371,633	(12,031)	
Building Control				
Employee	547,287	561,202	13,915	£14,196 Extended trainee costs. (£1,000) Training.
Transport	18,764	18,764	0	No Major Variances.
Supplies and Services	14,270	13,270	(1,000)	Subscriptions.
Income	(517,642)	(480,142)	37,500	Delay in forecast fee income increase.
	62,679	113,094	50,415	
Planning Enforcement Team				
Employee	237,783	237,675	(108)	No Major Variances.
Transport	8,219	6,219	(2,000)	Reduced mileage claims due to use of EV vehicles.
Supplies and Services	4,650	650	(4,000)	(£2,000) Professional Fees. (£2,000) Computer Software.
	250,652	244,544	(6,108)	
Property Information				
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.
	51,130	51,130	0	
Ad Planning				
Employee	127,004	120,784	(6,220)	(£8,000) Training £1,780 New appointment advertising.
Transport	1,325	1,325	0	No Major Variances.
Support Services	(10,000)	(10,000)	0	No Major Variances.
	118,329	112,109	(6,220)	
Total Planning	1,864,196	1,633,399	(230,797)	
Total Service Delivery	10,994,087	10,658,249	(335,838)	

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Our Greener Future										
Cromer Offices LED Lighting Programme	178,796	172,715	6,081	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
Coastal Adaptations (Cliff Protection)	247,493	2,503	244,990	0	244,990	0	0	0	0	0
Mundesley Coastal Management Scheme	8,699,998	7,560,192	1,139,806	715,425	424,382	0	0	0	0	0
Coastal Management Fund	950,000	108,250	591,750	0	591,750	250,000	0	0	0	0
Coastwise	14,609,914	1,213,564	7,248,638	192,947	7,055,692	6,147,712	0	0	0	0
Purchase of Bins	600,000	150,000	178,476	7,942	170,534	150,000	150,000	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	0	65,180	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	163,832	236,168	0	236,168	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	1,218	148,782	0	148,782	0	0	0	0	0
Coastal Defences	600,000	150,000	150,000	14,766	135,234	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	514,300	0	171,400	0	171,400	342,900	0	0	0	0
Waste Vehicles	1,972,750	16,750	1,956,000	0	1,956,000	0	0	0	0	0
			13,273,911	1,968,735	11,305,175	7,040,612	300,000	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Developing Our Communities										
Public Conveniences (Sheringham & North Walsham)	565,514	542,818	22,696	23,555	(859)	0	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	277,998	92,002	55,734	36,268	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,134,000	1,086,033	47,967	0	47,967	0	0	0	0	0
North Walsham 3G Facility	860,000	12,432	847,568	233,741	613,827	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	20,859	979,141	410,839	568,302	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,608,177	252,823	0	252,823	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0
New Play Area (Sheringham, The Lees)	120,000	48,571	71,429	28,297	43,131	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,850,000	539,514	10,310,486	413,203	9,897,284	0	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	16,665	0	16,665	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	89,497	4,003	0	4,003	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
Itteringham Shop Roof Renovation	20,000	0	20,000	0	20,000	0	0	0	0	0
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0
Public Conveniences Renovation, Holt Country Park	50,000	0	50,000	0	50,000	0	0	0	0	0
Holt Eco Learning Space	100,000	0	100,000	0	100,000	0	0	0	0	0
			13,182,003	1,165,369	12,016,634	0	0	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Meeting Our Housing Needs										
Disabled Facilities Grants	12,079,040	Annual Programme	2,079,040	155,531	1,923,509	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	1,653,373	1,425,212	228,161	0	228,161	0	0	0	0	0
Council Owned Temporary Accommodation	6,246,584	4,762,007	1,484,577	689,401	795,176	0	0	0	0	0
Housing S106 Enabling	2,500,000	1,136,000	1,064,000	300,000	764,000	300,000	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	0	340,000	0	0	0	0	0
			5,579,613	1,144,933	4,434,681	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Investing In Our Local Economy And Infrastructure										
Rocket House	1,077,085	224,638	852,447	35,665	816,783	0	0	0	0	0
Property Acquisitions	710,000	9,133	700,868	0	700,868	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	0	124,928	0	0	0	0	0
Marrams Building Renovation	50,000	3,487	46,513	0	46,513	0	0	0	0	0
Car Parks Refurbishment	601,000	129,200	411,800	1,249	410,550	60,000	0	0	0	0
Marrams Footpath and Lighting	290,000	52,627	237,373	0	237,373	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	165,351	75,138	90,213	40,172	50,041	0	0	0	0	0
UK Shared Prosperity Fund	474,196	399,403	74,793	0	74,793	0	0	0	0	0
Rural England Prosperity Fund	1,895,110	1,457,851	437,259	400,000	37,259	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	15,053	39,947	0	0	0	0	0
Collectors Cabin Roof	30,000	375	29,625	160	29,465	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	150,000	0	150,000	0	150,000	0	0	0	0	0
Weybourne Car Park Improvements	20,000	0	20,000	15,000	5,000	0	0	0	0	0
			3,231,603	507,699	2,723,904	60,000	0	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	300,000	180,000	60,000	2,708	57,292	60,000	0	0	0	0
New Revenues and Benefits System	200,720	0	200,720	0	200,720	0	0	0	0	0
Customer Services C3 Software	23,400	0	23,400	23,375	25	0	0	0	0	0
Property Services Asset Management Database	30,000	0	30,000	0	30,000	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	0	40,000	0	40,000	0	0	0	0	0
			354,120	26,083	328,037	60,000	0	0	0	0
Totals			35,621,250	4,812,819	30,808,431	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

2024/25 Capital Programme Financing Table	Budget 2025/26	Actual Expenditure 2025/26	Remaining Budget 2024/25	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
Grants	24,903,633	3,686,635	21,216,998	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	1,834,000	894,207	939,793	300,000	0	0	0	0
Reserves	1,958,006	59,904	1,898,102	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0
Capital receipts	2,923,775	70,505	2,853,269	610,000	300,000	0	0	0
Borrowing	3,887,917	92,648	3,795,269	124,300	0	0	0	0
Total	35,527,331	4,818,900	30,708,431	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

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Reserves Statement Budget Monitoring Period 4 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/24	Outturn Movement 2024/25	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast usage P4 2025/26	Forecast Balance 01/04/26 as at P4	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29
		£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,223,322	601,839	2,825,161	(14,706)	(14,706)	2,810,455	0	2,810,455	0	2,810,455	0	2,810,455
Earmarked Reserves:													
Capital Projects	To provide funding for capital developments and purchase of major assets.	484,708	(9,901)	474,807	0	(474,807)	(0)	0	(0)	0	(0)	0	(0)
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	602,375	(174,427)	427,948	0	(134,251)	293,697	0	293,697	0	293,697	0	293,697
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	727,822	0	727,822	(51,567)	(51,567)	676,255	0	676,255	0	676,255	0	676,255
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	145,799	(40,714)	105,085	(19,874)	(19,874)	85,211	0	85,211	0	85,211	0	85,211
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	1,952,000	(268,110)	1,683,890	(18,000)	(18,000)	1,665,890	(18,000)	1,647,890	(18,000)	1,629,890	(18,000)	1,611,890
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	241,534	(22,141)	219,393	0	0	219,393	0	219,393	0	219,393	0	219,393
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	300,491	(131,550)	168,941	0	0	168,941	0	168,941	0	168,941	0	168,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	2,221,101	(1,103,678)	1,117,423	(80,000)	(629,388)	488,035	0	488,035	0	488,035	0	488,035
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	178,326	(247)	178,079	0	(34,000)	144,079	0	144,079	0	144,079	0	144,079
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	63,000	60,000	123,000	60,000	60,000	183,000	60,000	243,000	60,000	303,000	60,000	363,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	45,962	(6,078)	39,884	0	0	39,884	0	39,884	0	39,884	0	39,884
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	542,848	125,566	668,414	0	(500,000)	168,414	0	168,414	0	168,414	0	168,414
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	150,000	0	0	150,000	0	150,000	0	150,000	0	150,000
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	0	0	1,616,000	1,616,000	1,616,000	0	1,616,000	0	1,616,000	0	1,616,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,686,696	32,824	2,719,520	(85,159)	(85,159)	2,634,361	(49,148)	2,585,213	(19,780)	2,565,433	(9,020)	2,556,413

Reserves Statement Budget Monitoring Period 4 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/24	Outturn Movement 2024/25	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast usage P4 2025/26	Forecast Balance 01/04/26 as at P4	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29
		£	£	£	£	£	£	£	£	£	£	£	£
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	1,422,448	128,893	1,551,341	(56,299)	(284,460)	1,266,881	(57,406)	1,209,475	(58,535)	1,150,940	0	1,150,940
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	472,426	120,593	593,019	0	0	593,019	0	593,019	0	593,019	0	593,019
Land Charges	To mitigate the impact of potential income reductions.	339,152	(89,100)	250,052	0	0	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	88,914	(36,000)	52,914	(4,579)	(4,579)	48,335	0	48,335	0	48,335	0	48,335
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	457,979	(1,652)	456,327	0	(50,000)	406,327	0	406,327	0	406,327	0	406,327
Net Zero Initiatives	to support the Councils Net Zero programme	471,857	(87,820)	384,037	(300,000)	(21,400)	362,637	(278,600)	84,037	0	84,037	0	84,037
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	146,149	(27,834)	118,315	(83,763)	(45,763)	72,552	0	72,552	0	72,552	0	72,552
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	112,221	(13,340)	98,881	0	0	98,881	0	98,881	0	98,881	0	98,881
Partnership	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	287,926	(9,493)	278,433	46,763	46,763	325,196	50,000	375,196	50,000	425,196	50,000	475,196
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	717,051	(17,303)	699,748	0	(120,705)	579,043	0	579,043	0	579,043	0	579,043
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	0	0	515,337	515,337	515,337	515,337	1,030,674	515,337	1,546,011	515,337	2,061,348
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	300,000	0	0	300,000	0	300,000	0	300,000	0	300,000
Total Reserves		17,471,673	(969,673)	16,502,000	1,524,153	(250,559)	16,251,441	222,183	16,473,624	529,022	17,002,646	598,317	17,600,963

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
Service Delivery									
Emily Capps	Environmental Health and Leisure Services	Increase Charges for Dog Waste and Litter Bins	NNDC empties litter bins and dog waste bins on behalf of town and parish councils. This is charged per lift, this proposal suggests an increase in charge from 25p to 50p for Dog Bins and 10p to 20p for Litter bins.	I	P	2,905	2,905	0	Price increases applied and budget achieved.
Emily Capps	Environmental Health and Leisure Services	Garden Waste Bins	This additional income is generated by an increase in the charge for the discretionary garden waste service, from £60 per year to £65 for direct debit customers. This benchmarked against neighbouring authorities appears to be a reasonable increase. The income also reflects an increase in customers by a further 200 customers.	I	P	65,809	65,809	0	Price increase applied and budget achieved. Showing a surplus at period 4 due to collection of arrears from prior years.
Emily Capps	Environmental Health and Leisure Services	General Environmental Health Savings	A collection of savings from the Environmental Protection, Public Protection, Environmental Services and Civil Contingencies Budgets. Including training, equipment and professional services.	S	P	23,500	23,500	0	Saving met
Emily Capps	Environmental Health and Leisure Services	Various savings Leisure and Localities	A collection of savings from the following areas: water and sewerage - putting and bowling greens, R & M - Leisure Centres, Fixture and fittings - Foreshore and income from the NN Youth Advisory Board which will contribute to the Countryside Service costs in the coming year.	S	P	42,848	42,848	0	Budgets reduced and current spend is within budget
Emily Capps	Environmental Health and Leisure Services	Sampling Assistant	The Sampling Assistant (Private Water, Shellfish and Dairies) retired in September 2024- rather than fill this vacancy this work can be undertaken by the Environmental Protection Rangers.	S	P	21,950	21,950	0	Sampling Assistant post deleted. Review of Ranger job description now encompasses this work.
Emily Capps	Environmental Health and Leisure Services	Countryside events	Countryside events.	I	P	5,000	5,000	0	Events planned
Emily Capps	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.
Emily Capps	Environmental Health and Leisure Services	Seasonal Foreshore Service	Seasonal Foreshore Service.	S	P	14,950	14,950	0	Post deleted
Karen Hill	People Services	General savings	Early Help & Prevention Service -Misc. savings offered. £500 training, £500 equipment, £200 PPE, £1,000 travel.	S	P	2,200	2,200	0	Budgets reduced and current spend is within budget
Karen Hill	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
Karen Hill	People Services	Information, Advice and Guidance funding (IAG)	Reduction of funding in IAG budget from £77,323 to £34,000	S	P	54,323	54,323	0	Budgets reduced and current spend is within budget
Karen Hill	People Services	People Services Staffing	Staffing savings as a result of vacancies and reduced working hours. Whilst this is offered as a permanent budget saving there could be the need to review this at a later date, depending on work pressures.	S	P	122,848	122,848	0	Saving met
Karen Hill	People Services	Fixed term contract overheads	Fixed term contract overheads funded from external grant.	S	O	50,000	50,000	0	Saving met

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
Russell Williams	Planning	Minor reductions in numerous budget lines	Small scale budget reductions across various budget lines.	S	P	22,896	22,896	0	Saving met
Russell Williams	Planning	Building Control Fee Increases	Increase building control fees so that 'controllable budget' position would be cost neutral in 2025/26. This would amount to a 6.2% increase in annual income targets.	I	P	30,142	0	(30,142)	Due to delayed implementation of fee increase.
Russell Williams	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 and with the AD now leaving, this will depend on the new AD implementing this.
Russell Williams	Planning	New Government Funding for Planning	It isn't yet certain that any such funding will be provided to NNDC - although the Government have announced that £46m will be spend nationally. The figure shown is an estimate of what NNDCs allocation (of the £46m) might be.	I	O	75,000	75,000	0	No income yet but manager is still not sure on this as no funds have been mentioned since. There is a likelihood this may not be received but it is too early to confirm.
Russell Williams	Planning	Nutrient Mitigation Fund	Funding due to reimburse NNDC for the Officer time spent on Nutrient Mitigation Fund work	I	P	10,000	10,000	0	Saving met
Russell Williams	Planning	Disbanding the Planning Policy and Built Heritage Working Party	Disbanding the Planning Policy and Built Heritage Working Party - after the adoption of the current Draft Local Plan	S	P	500	500	0	Saving met
Total Service Delivery						673,081	555,339	(117,742)	
Corporate									
CLT	Corporate/ Car parks	Additional car park income from increased fees and charges	Income from increased fees and charges, with next review to increase fees and charges for the year 2027/28	I	p	600,000	600,000	0	This saving will be achieved and is likely to be a surplus, however, we are predicting that we will be £13,000 under budget due to offsetting Hornbeam Income saving below.
CLT	Corporate / Car parks	Additional car park income from additional car parks	Charging at Hornbeam Road, opportunities for further car parks	I	P	100,000	3,000	(97,000)	Although this is a big variance the overall carpark income is predicted to be £13k under budget.
CLT	Corporate / Car parks	Additional income from Cadogan Road.	Increasing the car parking spaces at Cadogan Road, therefore generating more income.	S	P	33,000	33,000	0	Saving met
CLT	Corporate	Restructure of CDU	Initial discussions have taken place with a member of the team about their position in the Council (at the staff member's request) and a voluntary redundancy package could be offered and the post deleted from the establishment.	S	P	53,512	42,220	(11,292)	Employee left later than savings were calculated at. This also assumes that the redundancy costs are funded from the reserves.

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
CLT	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.
Cara Jordan	Legal Services	Legal Services	Increase income target by £5,000.	I	O	5,000	5,000	0	Saving met
Cara Jordan	Democratic Services	Youth Council	Looking at alternative ways to engage young people and thereby removing the majority of the Youth Council Budget. Need to retain a small fraction of the budget to assist with alternative delivery of Youth engagement.	S	P	9,000	9,000	0	Saving met
Total Corporate						893,475	765,511	(127,964)	
Resources									
Daniel King	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	Although these savings have been achieved, there has been growth within the IT Budget in relation to staffing which means overall we are now forecasting an overspend.
Daniel King	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	Although these savings have been achieved, there has been growth within the IT Budget in relation to staffing which means overall we are now forecasting an overspend.
Daniel King	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
Daniel King	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
Daniel King	ICT Applications	Software Savings	Software savings	S	P	42,000	22,105	(19,895)	Concerto a lot higher than budgeted due to having to integrate to their cloud software.

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
Daniel King	Estates	Estates Savings & Income generation	Rental reviews resulting in additional income: 1) Industrial Estate N. Walsham £7,445. 2) North Walsham (The Cedars) £8,679. Expenditure savings: 1) North Walsham (The Cedars) other professional fee budget £5,000 2) Other minor savings totalling £206 within Itteringham cost centres. 3) Consultancy fees within estates reduction in budget of £400.	S/I	P	21,730	11,606	(10,124)	Additional rental income at North Walsham Industrial estate not forecast to be achieved. Cedars rental increase only going to be around £6,000 due to damp issues. £5,000 Other Professional Fee forecast to be achieved. £400 consultancy fees saving forecast to be achieved. £206 Itteringham forecast to be achieved.
Daniel King	Property Services	Reduction of various repairs and maintenance budgets	Reduce R & M budgets on the following; Amenity Lighting - £8,000 Cromer Pier - £10,000 Toilets - £10,000 Car Parks - £10,000	S	P	38,000	23,100	(14,900)	Only £3,100 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.
Daniel King	Property Services	Reductions of various generic budgets	Reduce training budget by £8,000, subscriptions to professional bodies by £600, Consumable purchases by £2,000, PPE by £1,000 and play equipment by £263.	S	P	11,863	11,863	0	Saving met
Daniel King	Public Conveniences	Reduction in various direct cost budgets	Reduction in direct cost budgets.	S	P	40,000	40,000	0	Saving met
Rob Young	Sustainable Growth - Coast Protection	Consultancy Fees - General	Reduction in budget for consultancy fees by £20,000 (from £48,000) on the basis that such fees will have to be met by the revenue works budget or from budgets for specific capital projects.	S	P	20,000	20,000	0	Saving met
Rob Young	Sustainable Growth - Coastal Management	CPD Training	Reduction in budget for training by £3,000 (from £5,000)	S	P	3,000	3,000	0	Saving met
Rob Young	Sustainable Growth - Coast Protection	Computer Software and Licences	Reduction in computer purchases - software - and computer software licences budget (from £2,000)	S	P	2,000	2,000	0	Saving met
Rob Young	Sustainable Growth	Orchestras Live - Grant	It is considered that activities under this grant from 25/26 will no longer need to be supported by this grant.	S	P	3,550	3,550	0	Saving met
Rob Young	Sustainable Growth	Various reductions	Various reductions across budgets including £1,300 on subs to professional bodies, £6,500 in marketing, £1,500 in computer software, £7,500 in marketing north Norfolk subscriptions and £2,000 in generic training.	S	P	18,800	18,800	0	Saving met
Rob Young	Sustainable Growth - Housing Strategy	Deletion of Consultancy Fees budget	This is a budget to fund projects to deliver the housing strategy projects. In future, where a project requires resources to deliver, this will need to be made clear in any recommendations to Cabinet and a business case made for any budget .	S	P	10,000	10,000	0	Saving met
Rob Young	Sustainable Growth	Budget Efficiencies	Review of current resources to deliver efficiency savings.	S	P	55,000	0	(55,000)	No changes have been made to date.
Total Resources						314,205	214,286	(99,919)	
						1,880,761	1,535,136	(345,625)	

North Norfolk District Council Treasury Management Q1 Report

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Treasury Management Update

Quarter ended 30th June 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 best practice in accordance with the Code.

1. Economics update

The first quarter of 2025/26 (1st April to 30th June) saw:

- A 0.3% m/m fall in real GDP in April – the first fall since October 2024
 - The 3myy rate of average earnings growth excluding bonuses fall from 5.5% to 5.2% in May
 - Core CPI inflation ease from 3.8% in April to 3.5% in May as temporary Easter-related effects faded
 - The Bank of England cut interest rates from 4.50% to 4.25% in May, holding them steady in June
 - The 10-year gilt yield fluctuate between 4.4% and 4.8%, and end the quarter at 4.50%
- The 0.3% m/m fall in real GDP in April was the first fall since October 2024 and the largest fall since October 2023. This is a significant shift from the 0.7% q/q rise in Q1 2025, probably because of the boosts from net exports and business investment unwinding. The decline in exports was mostly due to a reversal of US tariff front-running with export values to the US falling by 31% m/m after rising 34% in total in the five months to February. April's GDP figures also showed manufacturing output falling by 0.9% m/m along with the domestic economy showing signs of weakness in April. Despite construction output growing by 0.9% m/m, services output declined by 0.4% m/m, reversing all of March's 0.4% m/m rise. This weakness in services likely reflects higher labour costs from April's rise in National Insurance Contributions for employers. May's GDP may have fallen a bit further as the boosts in Q1 continued to unwind. Overall, GDP in Q2 is likely to have flatlined and the economy will probably be hindered by subdued overseas demand and domestic businesses cutting spending following April's increase in taxes. The Bank of England expects growth in 2025 to be around 0.8%.
 - Despite the rise in the composite Purchasing Managers Index (PMI) from 50.3 in May to 50.7 in June, it is still below its level in March, prior to the rise in business taxes and Trump's Liberation Day tariffs. This rise was driven by increases in both the services and manufacturing output balances. Although the services PMI rose from 50.9 to 51.3, that is consistent with non-retail services output growth slowing from 0.5% 3m/3m in April to 0.3% 3m/3m in June.
 - The sharp 2.7% m/m drop back in retail sales volumes in May adds to other evidence that the burst of economic growth in Q1 is over. The weakness was widespread with sales falling in all seven of the major categories. This decline was partly due to the unwinding of the previous boost from April's unusually warm and dry weather, along with inflationary pressures prompting consumers to cut back. The latter would be a more persistent drag on retail spending. Looking ahead, the rise in the GfK measure of consumer confidence from -20 in May to -18 in June is consistent with the annual rate of real retail sales growth accelerating from -1.3% in May to around +0.5%.
 - While the £17.7bn of public sector borrowing in May was higher than the Office of Budget responsibility (OBR) forecast of £17.1bn, borrowing was £2.9bn below the OBR's forecast in the first two months of the 2025/26 fiscal year. The current budget deficit was £12.8bn in May, a touch below the OBR's forecast of £13.0bn. Within that, government spending surprised to

the downside. Central government expenditure was £0.5bn lower than the OBR's forecast in May, leaving it £1.6bn lower in April and May combined. That has been largely driven by debt interest payments, which were £1.1bn below the OBR's forecast in May. But if the rises in gilt yields since the Spring Statement in March are sustained, the OBR will revise up its forecast for debt interest payments in the years ahead. This alone, would knock £1.0bn off the Chancellor's £9.9bn of headroom against her fiscal mandate and the subsequent Government U-turns on benefit and welfare spending and higher borrowing costs may mean upwards of £13bn will need to be raised later in the year to maintain her current buffer. With the gilt market sensitive to significant increases in borrowing, all this means substantial tax rises are looking very likely.

- The weakening in the jobs market is gathering pace. 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. Overall, the payroll measure of employment has now fallen by 276,000 since the announcement of the rise in payroll taxes and the minimum wage in the October Budget. The job vacancies data also portrays a rapidly weakening labour market. The number of job vacancies is now falling a bit faster, dropping from 760,000 in the three months to April to 736,000 in May. Capital Economics' seasonally adjusted measure of single-month vacancies declined sharply from 763,000 in April to 713,000 in May.
- A looser labour market is driving softer wage pressures. The 3myy rate of average earnings growth excluding bonuses fell from 5.5% to 5.2% in May. The rate for the private sector slipped from 5.5% to 5.1%, putting it on track to undershoot the Bank of England's Q2 forecast of 5.2%. And after rising in April as the 6.7% rise in the minimum wage took effect, the timelier PAYE median earnings measure fell back from 6.2% y/y in April to 5.8% in May. Softer wage growth is feeding through to lower services inflation, pointing to a slowdown from 4.7% in May to around 3.0% by the end of the year.
- CPI inflation fell slightly from 3.5% in April to 3.4% in May – close to consensus. The sharp falls in services inflation from 5.4% to 4.7% and in core inflation from 3.8% to 3.5% confirmed that the previous month's jumps partly reflected an Easter-related blip. Services inflation is expected to continue to fall as wage growth slows, supporting a view that CPI inflation will fall close to 2.0% by the start of 2027. An upside risk, however, in the near term is that higher oil/gas and food prices could trigger another bout of second-round effects on wages and inflation expectations, meaning CPI inflation stays above 3.0% for longer and causes the Bank to shift to an even slower rate cutting path. CPI is expected to peak at 3.8% in September.
- The yield on the 10-year gilt moved sideways in the second quarter of 2025. After rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, gilt yields eased back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended Q2 at 4.50%. We expect this trend to continue over the next year. However, it is more difficult to be confident that the longer part of the curve will also see falls in yields, although that is still our central case, as that part of the curve is increasingly held by transient investors, such as foreign investors and hedge funds. Pension funds and insurance companies have more appetite in the short to medium part of the curve nowadays.
- 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 1st April to 7,702 on 7th 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 closed Q2 at 8,761, around 2% higher than its value at the end of Q1 and more than 7% above its level at the start of 2025.

MPC meetings: 8th May & 19th June 2025

- There were two Monetary Policy Committee (MPC) meetings this quarter. 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 food prices rising. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates will be reduced further.
- At the start of June, amid escalating tensions between Israel and Iran, oil prices surged to over \$75 per barrel. However, following a ceasefire agreement near the end of the month, oil prices eased back to levels prior to the conflict. Given the drop back in energy prices and the relatively muted reaction to fears of a ceasefire violation, along with a large drop in the services PMI output prices balance, our central view is that once inflation begins to trend downwards in the final months of 2025, Bank Rate reductions can begin again from November (pause in August as inflation remains close to its peak), falling to a low of 3.5% in May 2026. However, if the conflict in the Middle East were to result in higher energy prices and/or domestic inflationary pressures grow stronger, there is a risk the Bank of England may skip cutting rates further.

2. Interest rate forecasts

The Council has appointed MUFG Corporate Markets as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps).

The latest forecast was provided on 10th February:

MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The MUFG Corporate Markets forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

The forecast has proved robust over the period since February, setting out a central view that short and long-dated interest rates will start to fall once it is evident that the Bank of England has been successful in squeezing excess inflation out of the economy, despite a backdrop of stubborn inflationary factors. Nonetheless, the longer dated part of the forecast also reflects the increased level of Government borrowing over the term of the current Parliament and the weakness in the public

finances, with the Government struggling to deliver on the efficiencies detailed on the 30th of October Budget.

Moreover, there is still on-going debate as to when, and if, the Government's policies will lead to a material uptick in growth given their reliance on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

Overall, our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in November and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data releases in the coming months.

International factors could also impact the prospect for longer dated gilt yield falls. President Trump's "big, beautiful bill" has successfully made its way through the House of Representatives in July and given that it will signal a continued large budget deficit position in the US finances, any uptick in Treasury yields will likely impact other developed economies markets too. There will also be a keen focus on whether US-driven tariff policies result in upward pressures on inflation.

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 the 19th 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 first quarter of 2025/26 and are expected to fall back further if inflation falls through 2025 and 2026 and the MPC loosens monetary policy more substantially.

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.

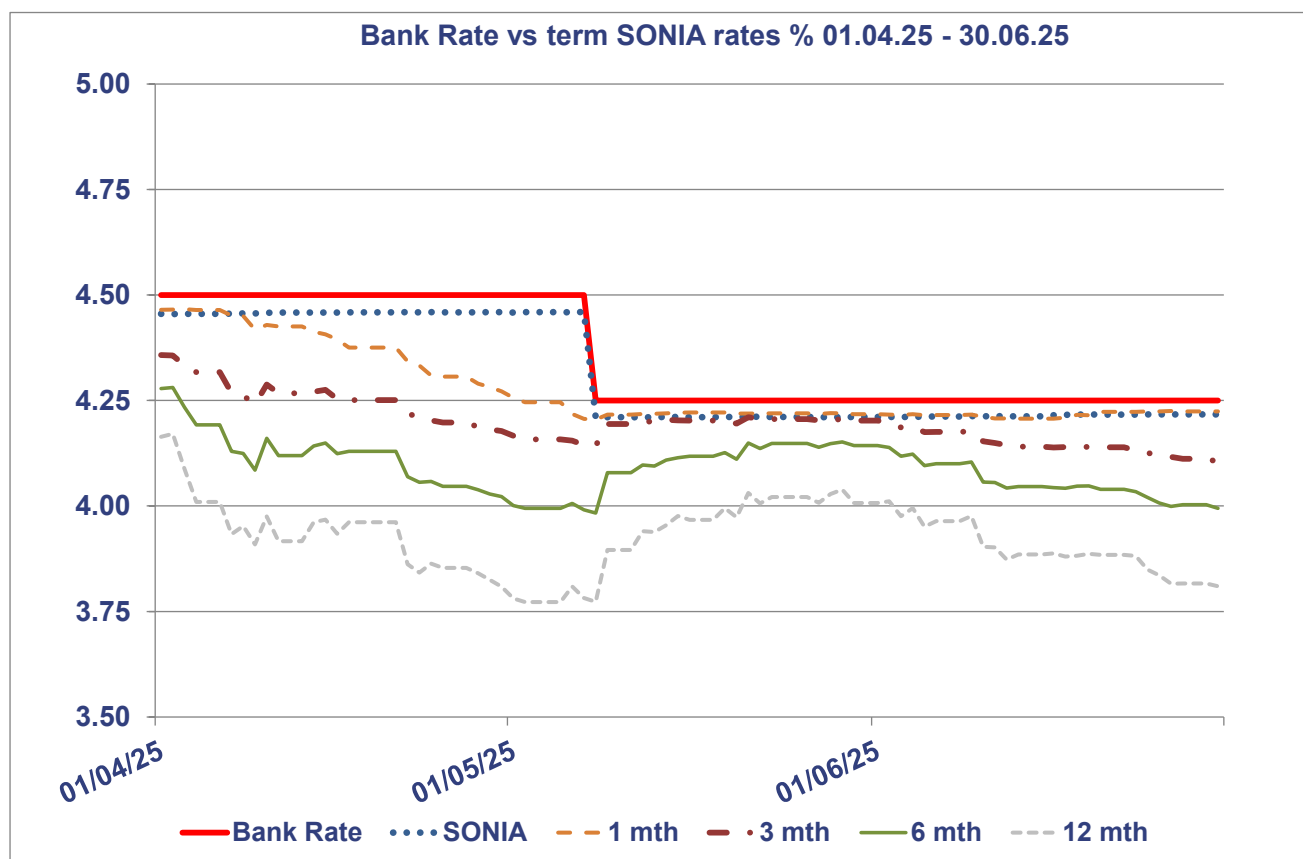
CDS prices

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

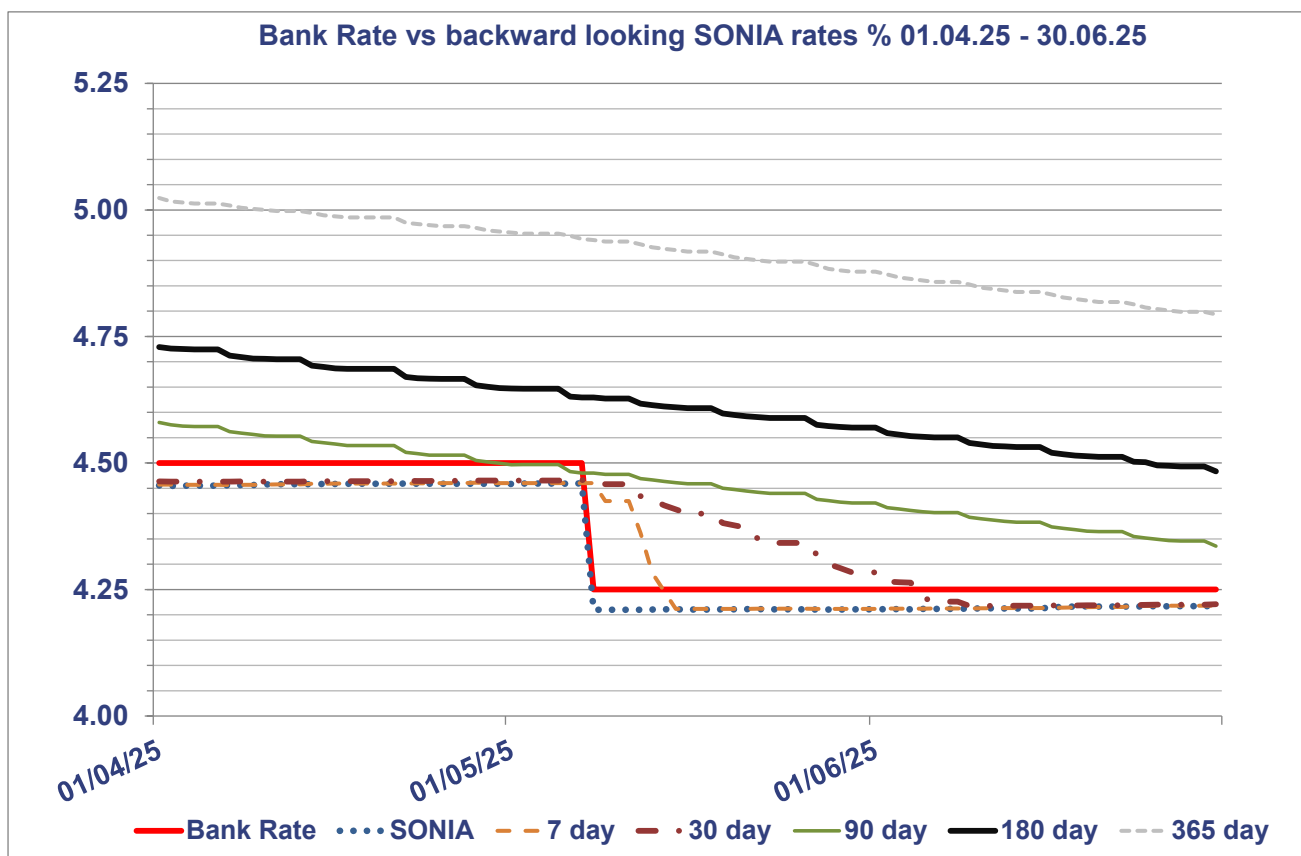
The average level of funds available for investment purposes during the quarter was **£12.142m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council holds **£20.000m** core cash balances for investment purposes (i.e., funds available for more than one year).

Investment performance year to date as of end-June 2025



FINANCIAL YEAR TO QUARTER ENDED 30/06/2025

	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.50	4.46	4.47	4.36	4.28	4.17
High Date	01/04/2025	07/05/2025	03/04/2025	01/04/2025	02/04/2025	02/04/2025
Low	4.25	4.21	4.20	4.10	3.98	3.77
Low Date	08/05/2025	08/05/2025	08/05/2025	30/06/2025	08/05/2025	02/05/2025
Average	4.35	4.31	4.28	4.20	4.09	3.92
Spread	0.25	0.25	0.26	0.25	0.30	0.40



FINANCIAL YEAR TO QUARTER ENDED 30/06/2025							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	4.50	4.46	4.46	4.47	4.58	4.73	5.02
High Date	01/04/2025	07/05/2025	28/04/2025	06/05/2025	01/04/2025	01/04/2025	01/04/2025
Low	4.25	4.21	4.21	4.22	4.34	4.48	4.79
Low Date	08/05/2025	08/05/2025	15/05/2025	09/06/2025	30/06/2025	30/06/2025	30/06/2025
Average	4.35	4.31	4.33	4.36	4.46	4.61	4.91
Spread	0.25	0.25	0.25	0.25	0.24	0.25	0.23

As illustrated, the Council outperformed the average benchmark by of **4.35 bps** with an **average interest rate achieved of 4.92 bps**. The Council's budgeted investment return for 2025/26 is **£1.418m**. Performance as at the end of Q1 is in line with the budget; a total income of £0.361m has been received against a budget of £0.337m (**£0.024m** above budget).

Fund investments

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

Previously the Council had to retain a treasury management reserve equal to the fair value loss of its pooled funds' investments (IFRS 9). It was announced at the end of the last financial year that the statutory override is now permanent, and the Council no longer needs to retain a reserve amount specifically to cover the unrealised losses in fair value. However, this report notes that the override does not apply to any new long-term investments, so any new investments will need to have a more significant fair value consideration. At the time, the treasury is not proposing any new long-term investments be made as cash balances are not constantly above day-to-day requirements.

Approved limits

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30th June 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 **1st of May 2025** from the PWLB / Market 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 28th of April 2025 as this cash balance is still forecasted to be required by the Council over the 2025/26 financial year. The prior loan was secured for one year only to take advantage of expected future reduced interest rates, which was successful as the former loan rate was 5.39%. The short termism approach to loan duration has been repeated with the current PWLB loan as forecasts expect interest rates to continue to fall.

PWLB maturity Certainty Rates 1st April to 30th June 2025

Heading into the second quarter of 2025/26 markets seem to be comfortable with a central case of gradual monetary policy easing, leading to Bank Rate and gilt yields out to c10 years trending downwards. That part of the curve has broadly acted in line with our forecasts, unchanged since February.

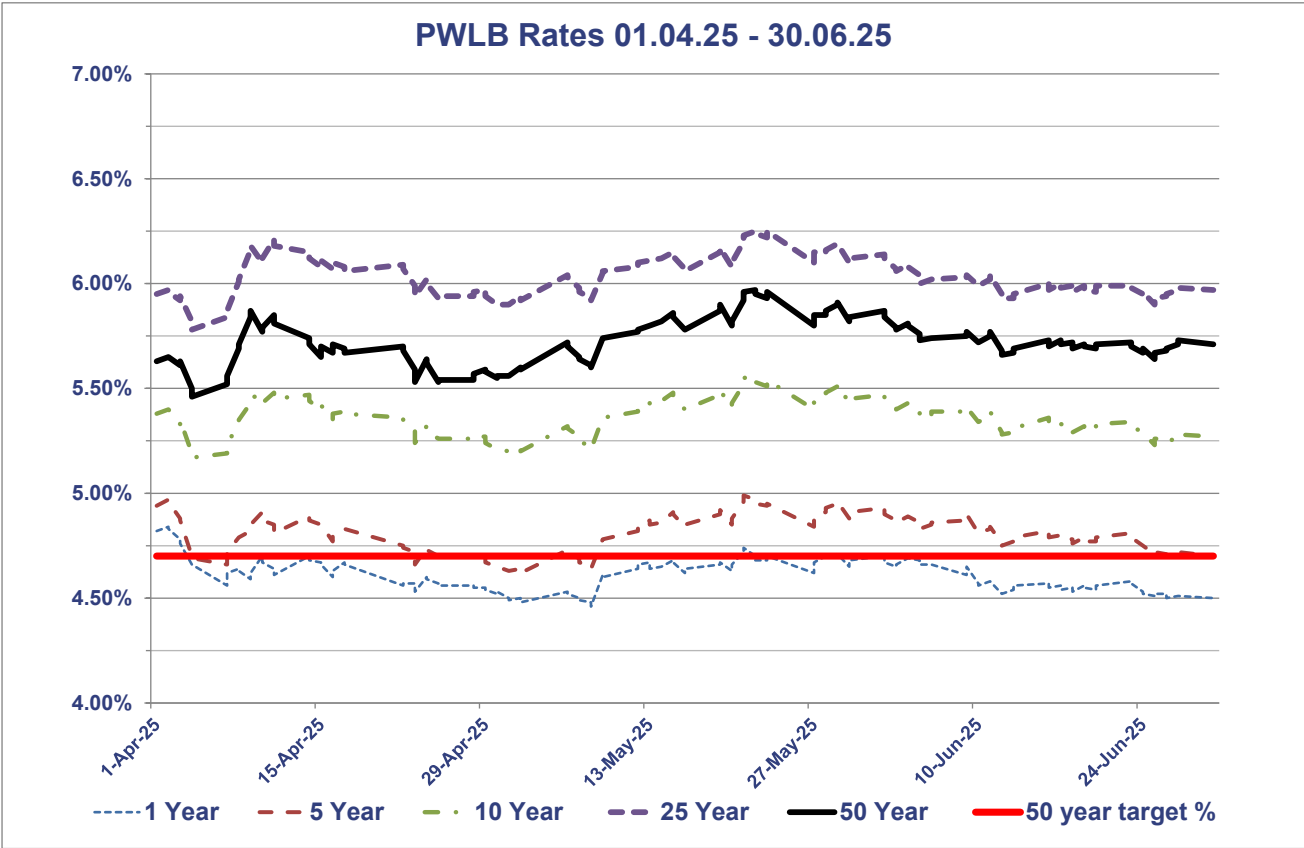
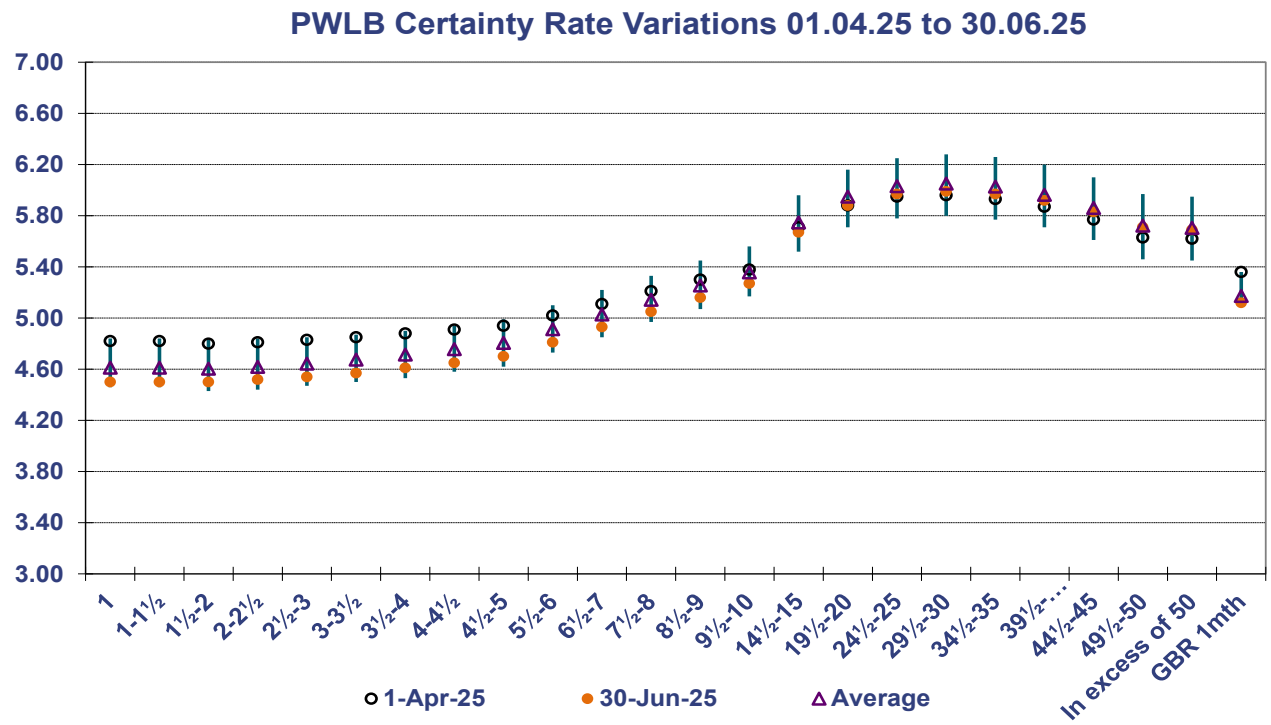
However, the Government's difficulty in convincing the market that it can work within its self-imposed fiscal parameters has meant there has continued to be a somewhat fragile confidence in the medium to longer dated part of the curve. The worst of this sentiment was reflected on 21st May, but as recently as the first week of July has provided a reminder that markets will be quick to sell-off if they feel there is anything to prejudice the Chancellor's stated aim of not raising the headline tax rates nor boost borrowing to greater than has already been reported. The markets have also indicated that they would prefer Chancellor Reeves to stay in post even if the fiscal landscape has deteriorated since the Autumn.

The Bank of England has remained cautious in stating that any Bank Rate cuts must be undertaken gradually, and the inflation outlook remains a little opaque with the CPI measure of inflation not expected to peak until September (possibly 3.8%) before falling back towards 2% by the start of 2027. Annual wage increases also remain at 5% y/y, even though the seasonally adjusted job vacancies number has fallen to 712k. Nonetheless, both the 5-year and, albeit to a lesser extent, 10-year PWLB Certainty Rates have trended lower through the quarter.

Further out, however, rates have either finished close to their starting point for the quarter, if not a little higher. It remains problematic that historic buyers of longer-dated gilts – pension funds and insurance companies – have preferred the shorter-dated maturities of late, whilst there is anecdotal evidence that both foreign investors and hedge funds, who are not natural long-term holders of long-dated debt gilt issuance, as a rule, may be more active in this part of the market currently than has previously been the case. Their presence, arguably, adds even greater volatility to the equation. Consequently, in consideration of all these factors together, any signs of public finance weakness could put an even greater upward pressure on medium and longer dated gilts and, therein, PWLB rates.

Additionally, US Treasury yields have also remained elevated because markets are unclear as to the relative impact of President Trump's tariffs, deportation and tax-cutting policies. Given the effect US markets have globally, this is another contributing factor to the stubbornness of medium to long-dated gilt yields to fall back.

PWLB RATES 01.04.25 - 30.06.25



HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 30.06.25

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2025	4.82%	4.94%	5.38%	5.95%	5.63%
30/06/2025	4.50%	4.70%	5.27%	5.97%	5.71%
Low	4.46%	4.62%	5.17%	5.78%	5.46%
Low date	08/05/2025	02/05/2025	02/05/2025	04/04/2025	04/04/2025
High	4.84%	4.99%	5.56%	6.25%	5.97%
High date	02/04/2025	21/05/2025	21/05/2025	21/05/2025	22/05/2025
Average	4.61%	4.81%	5.36%	6.03%	5.72%
Spread	0.38%	0.37%	0.39%	0.47%	0.51%

5. 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 30th June 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.

i. 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.

ii. Sovereign limits

The Council maintains a minimum sovereign rating of AA- for any investment.

iii. Sources of borrowing

The Council will borrow short-term through the local authority brokerage market (borrowing from other government bodies only to prevent default). For any long-term borrowing, the central government PWLB will be used.

Recommendations

The Scrutiny/Audit Committee is asked to recommend the following to the full Council:

- Note the report and approve the treasury activity to date.

APPENDIX 1: Prudential and Treasury Indicators for 2025-26 as of 30th June 2025

Treasury Indicators	2025/26 Budget £'000	30.06.25 Actual £'000
Authorised limit for external debt	40.000	40.000
Operational boundary for external debt	30.000	30.000
Gross external debt	5.000	5.000
Investments	29.463	29.090
Net borrowing	6.300	5.000
Maturity structure of fixed rate borrowing - upper and lower limits:		
Under 12 months	20.000	20.000
12 months to 50 years	28.800	28.800

Prudential Indicators	2025/26 Budget £'000	30.06.25 Actual £'000
Capital expenditure *	35.490	3.210
Capital Financing Requirement (CFR)	20.834	17.561
Annual change in CFR	3.289	0.017
In year borrowing requirement	3.289	0.017
Ratio of financing costs to net revenue stream	0.027	0.030

Interest rate exposures for borrowing

The Council opted to renew its £5m PWLB loan in May 2025, this is primarily to significantly reduce the risk of interest rate exposure to the authority, following the adverse trends in higher interest rates over 2023/24 and 2024/25. This has allowed the Council to set a suitable borrowing budget with a higher level of security on the forecasted year-end position.

TM update reports

As at the end of June 2025, no significant capital projects have been cancelled or included in the Council's Capital Programme 2025-26.

APPENDIX 2: Investment Portfolio

Investments held as of 30th June 2025 compared to our counterparty list:

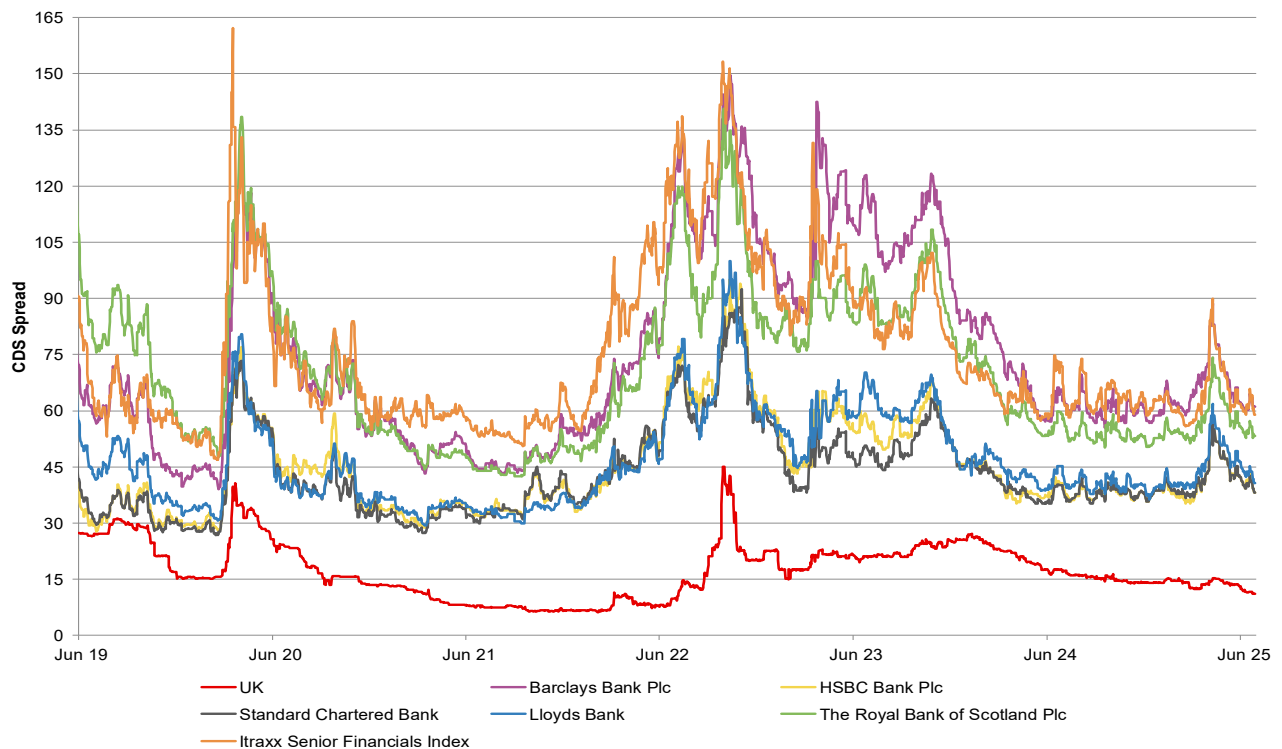
North Norfolk District Council

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	2,050,000	4.29%		MMF	AAAm		
MMF BlackRock	2,127,282	4.27%		MMF	AAAm		
MMF Federated Investors (UK)	3,200,000	4.31%		MMF	AAAm		
Borrower - Funds	Principal (£)	Interest Rate	Start Date	Maturity Date			
CCLA - LAMIT (Local Authorities Mutual Investment Trus	5,000,000	7.20%	31/03/2013				
M&G Securities - UK Income Distribution Fund (Extra Inc	2,000,000	11.31%	24/02/2017				
Ninety One - Diversified Income Fund (Multi Asset)	3,000,000	7.35%	01/03/2017				
Schroder - Income Maximiser Fund (Equity)	2,000,000	18.71%	27/02/2017				
Threadneedle - Strategic Bond Fund	3,000,000	6.08%	15/03/2017				
M&G Securities - Strategic Corporate Bond Fund	2,000,000	4.85%	10/08/2017				
Aegon Asset Management - Diversified Income Fund	3,000,000	7.51%	30/11/2018				
Total Investments	£27,377,282	7.31%				-	-
Total Investments - excluding Funds	£7,377,282	4.29%				-	-
Total Investments - Funds Only	£20,000,000	8.43%					

UK Banks 5 Year Senior Debt CDS Spreads as of 30th June 2025

This is a 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 30th June 2025

Based on lowest available rating:

AAA

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

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Qatar

AA-

- France
- **U.K.**

A+

- Belgium*

*Please note that Belgium had its Fitch sovereign rating lowered to A+ from AA- on 13th June. However, it is still rated Aa3 {AA- equivalent} by Moody's and AA by Standard & Poor's, thus meets the minimum "AA-" criteria applied by the Council.

Norfolk Health Overview Select Committee

The Norfolk Health Overview Select Committee met on 24th July 2025 to elect a chair and vice chair for the coming year and to receive more information about the Integrated Care Board (ICB) Transition. A report was presented by Norfolk and Waveney ICB.

Cllr Brenda Jones was appointed Chair of the NHOSC Committee
Cllr Pallavi Devulapalli was appointed Vice Chair of the NHOSC Committee
Cllr Jill Boyle was appointed link member for Norfolk and Suffolk NHS Foundation Trust (NSFT)

In March 2025, the Government announced that it would be abolishing NHS England and, over the next two years, transferring its responsibilities to the Department of Health and Social Care. This has resulted in the need for significant changes to the role, functions and budgets of integrated care boards (ICBs). Following discussions between the six ICBs in the East of England, it has been decided to reduce the number of ICBs in the region from six to three, one of which will cover Norfolk and Suffolk.

The Norfolk and Waveney Integrated Care Board (N&WICB) set out the local response to these changes and outlined how it will transition to this new model over the coming months.

Across the region N&WICB have agreed that the most workable model for ICBs in the East of England will see the current six ICBs reduce to three ICBs. Following a period of engagement with colleagues and key stakeholders, as well as our ICB partners across the region, they reached a consensus around a single option, which has been agreed by NHS England. This will see the creation of three new ICBs for the East of England:

- Norfolk and Suffolk
- Greater Essex
- Bedfordshire, Luton and Milton Keynes; Cambridgeshire and Peterborough; and Hertfordshire

For our area, it means that NHS Norfolk and Waveney ICB initially clusters with NHS Suffolk and North East Essex ICB. However, the plan is to create a Norfolk and Suffolk ICB, with North East Essex becoming part of the Greater Essex ICB.

It is expected that rather than retaining one of the legacy ICBs, it will be preferable to take the following approach:




- NHS England abolishes the ICBs and establishes the new successor ICB (this would need to happen with effect from 1 April of the relevant year)
- Staff assets and liabilities transfer to the new ICB (via transfer scheme made by NHS England)
- A new ICB board will be appointed
- The legacy ICBs will be closed down.

Six months is needed before 'go live' to implement technical transition (for example of digital and data and finance), so a final decision to proceed must be taken by 30th September 2025 or 2026 depending on whether a merger would be on 1 April 2026 or 2027. The current expectation is that ICBs are in their new form by 1 April 2026.

Concerns were raised at the 50% reduction in staff of the ICB's and the effect of wellbeing of the staff. Assurances were given that there was no reduction in the funding of care.

The transition is happening rapidly and the members of the ICB gave their assurances of a full commitment to the rapid transition taking place.



The NHOSC Committee agreed to write a letter to the Secretary of State for Housing regarding the disbanding of Healthwatch following deep concerns raised by all members of the committee. The invaluable work of Healthwatch was recognised by all committee members.

Cabinet Work Programme – October 2025 to January 2026					
October 2025					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	06 Oct 2025	Property Transactions RNLI Sheringham Lease renewal	Lucy Shires <i>Renata Garfoot Estates & Asset Strategy Manager</i>	<i>Investing in local economy & infrastructure</i>	May contain exempt information 
Cabinet	06 October 2025	Five Year Housing Land Supply	Andrew Brown <i>Iain Withington Acting Planning Policy Manager</i>	<i>Local Homes for local people</i>	
Cabinet Scrutiny Council	06 Oct 2025 15 Oct 2025 19 Nov 2025	Net Zero Strategy & Action Plan Review of 2024/25 footprint report and draft replacement NZSAP	Adam Varley <i>Kate Rawlings Climate & Environmental Policy Manager</i>	<i>Our Greener Future</i>	
Cabinet	06 Oct 2025	FLASH – Public Sector De-carbonisation grant	Adam Varley <i>Steve Hems Director for Service Delivery</i>	<i>Investing in local economy & infrastructure</i>	
November 2025					
Cabinet	03 Nov 2025	Local Plan - approval	Cllr A Brown <i>Iain Withington Acting Planning Policy Manager</i>	<i>Meeting Local Housing need</i>	May slip to December
Full Council	19 Nov 2025				



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


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

Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	03 Nov 2025	Budget Monitoring P6	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	12 Nov 2025				
Cabinet	03 Nov 2025	Council Tax Discount Determinations 2026/2027	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Scrutiny	12 Nov 2025				
Council	19 Nov 2025				
Cabinet	03 Nov 2025	Non-Domestic Business rates Policy 2026/2027	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Council	19 Nov 2025				
Cabinet	03 Nov 2025	Draft Homelessness and Rough Sleeping Strategy	Cllr W Fredericks Karen Hill AD for People Services	Meeting Local Housing need	
Scrutiny	12 Nov 2025				
Council	19 Nov 2025				
Cabinet	03 Nov 2025	Property Disposal Programme	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information
Cabinet	03 Nov 2025	Sheringham Enabling Land	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt information
December 2025					



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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	03 Nov 2025	Property Transactions	Lucy Shires <i>Renata Garfoot Estates & Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 May contain exempt information
Scrutiny	12 Nov 2025	Medium Term Financial Strategy 2026 onwards	Cllr L Shires <i>Dan King Assistant Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	Pre-Scrutiny
Cabinet	01 Dec 2025				
Council	17 Dec 2025				
Scrutiny	12 Nov 2025	Fees & Charges 2026/2027	Cllr L Shires <i>Dan King Assistant Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
Cabinet	01 Dec 2025				
Council	17 Dec 2025				
Cabinet	01 Dec 2025	Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q2	Cllr T Adams <i>Steve Blatch Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	
Scrutiny	10 Dec 2025				
Cabinet	01 Dec 2025	Treasury Management Strategy 2026/2027	Cllr L Shires <i>Dan King Assistant Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
GRAC	02 Dec 2025				
Council	17 Dec 2025				



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January 2026					
Cabinet	19 Jan 2026	Capital Strategy 2026/2027	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	28 Jan 2026				
Council	18 Feb 2026				
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	19 Jan 2026	Prudential Indicators 2026/2027	Cllr L Shires Dan King Assistant Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	28 Jan 2026				
Council	18 Feb 2026				
Future Items – Dates to be confirmed					
Cabinet		Asset Management Plan	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	FC approval required – Policy Framework Could go to GRAC
Scrutiny					
Council					
Cabinet		Former Shannoeks Hotel site, Sheringham	Cllr L Shires, A Brown Russell Williams AD for Planning & Enforcement	A Strong, responsible and Accountable Council	May contain exempt information
Cabinet		Property Transactions Marrams Bowls Club Donkey Shelter North Lodge Park	Cllr Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 Reports regarding property transactions may contain exempt information



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

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

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

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Overview and Scrutiny Committee Recommendations Tracker

Ref	Scrutiny Recommendation (Cabinet member / Lead officer)	Decision Maker	Decision	Update on progress	Outcomes Achieved
17/07/24 North Walsham High Street Heritage Action Zone initiative	To update the Overview & Scrutiny Committee in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk. (Cllr J Toye / Economic Growth Manager)	Cabinet 9 Sep	Agreed	Deferred	Update to October meeting - work is contingent on pulling together datasets (some of which have just become available – specifically new insights through the ActiveXchange footfall reporting) which requires support from the Data Analyst.
20/09/2024 Homelessness Task and Finish Group	See Appendix A for full list (Cllr W Fredericks/ Housing Strategy & Delivery Manager)	Cabinet	Agreed	On track – July 2025	An update on progress with the recommendations will be provided to the Committee at the meeting on 16 th July. Pre-Scrutiny of the Homelessness Strategy will also take place in July.
20/09/2024 13	Car Park Income - Committee Chairman and Vice Chairman to meet with the Portfolio Holder for Finance, Estates and Property Services and appropriate officers to consider the information that should be in a future report to the Committee on the Council's Car Parks	Cabinet		On track – New Head of finance coming in so may be delayed	To ensure that the next report on car park income data includes information that the Committee wants to see – so that it can add value to any ongoing discussions
20/09/2024 Corporate Plan Reporting	More detailed information to be provided within the action plan that would include delivery dates where possible and success criteria to give a greater understanding of the progress being made against each of the RAG targets. (Cllr T Adams / Corporate Director for Communities)	Cabinet	Agreed	Ongoing	Corporate Plan Annual Action Plan

Ref / Date	Scrutiny Recommendation (Cabinet member / lead officer)	Decision Maker	Decision	Update on progress	Outcomes Achieved
12/03/2025 NZSAP Page 114	<p>NNDC Net Zero Strategy and Climate Action Plan (NZSAP), which details how NNDC will meet the Net Zero target by 2030. This requires routine measuring of our carbon emissions and the reporting of the progress we have made.</p> <p><i>(Cllr A Varley / Climate & Environmental Policy Manager)</i></p>	Cabinet	Agreed	<p>Ongoing</p> <p><i>As of 30/07/25 draft 24/25 footprint report available and 1st draft of Decarbonisation strategy due to go to that board on 15th Sept.</i></p> <p><i>Push back to Nov and Dec to give time to go to CLT and/or Cabinet</i></p>	<p>Local Investment Priority 'Decarbonisation and Growth' programme' addressing rising energy costs by supporting businesses with decarbonisation measures.</p> <p>Net Zero 2030 Strategy and Climate Action Plan</p>
April 2025 Rural England Prosperity Fund	That a copy of the report received from central government is shared with the committee.	O&S		In progress	
Corporate Plan – AP reporting Q4	<p><u>Actions:</u></p> <ul style="list-style-type: none"> - Further information regarding ongoing work (in addition to lobbying) for Fakenham banking Hub (CEO) - Update report on mobile connectivity once data been collated (Cllr Toye) - Update on future PPBH Working Party meetings. Suggested that future meeting should include summary of neighbourhood plans completed and in 	Cabinet	N/A	In progress	

	progress, with particular focus on small growth villages <i>(Cllr Brown / Planning Policy Team Leader)</i>				
July 2025 Homelessness and Rough Sleeper Review	<i>(Cllr W Fredericks/ Housing Strategy & Delivery Manager)</i>	Cabinet		Ongoing	Assistant Director for People Services would circulate the slides to the committee following the meeting. Data will follow at a later stage.
July 2025 Housing Benefit Debt Recovery Report	<i>(Cllr W Fredericks/ Benefits Manager)</i> <u>Actions:</u> The technical nature of the report was raised by Cllr Cushing, and it was suggested that future reports were written in a more accessible format.	Cabinet		Ongoing	Assistant Director for People Services noted and would look to amend format accordingly going forward.

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

September 2025				
Topic	Purpose	Type/ function	Cabinet Member	Decision Maker
Police & Crime Commissioner – Review of Police and Crime Plan	The PCC to attend the Committee to provide an overview of the Police & Crime Plan and respond to questions	Annual Update overview	N/A	Scrutiny
Budget Monitoring P4	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q1	To review the Council's performance and make any recommendations to Cabinet <i>It may be worth considering this in conjunction with the BM report as they both focus on monitoring performance.</i>	Quarterly overview	Cllr T Adams	
October 2025				
NW HAZ Update	To update the Overview & Scrutiny Committee in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk. <i>(delayed from July as work is contingent on pulling together datasets specifically new insights through the ActiveXchange footfall reporting) which requires support from the Data Analyst)</i>	Annual review overview <i>slipped</i>	Cllr J Toye	O&S
Mobile Phone Connectivity	Data collated from survey on mobile phone coverage across Norfolk	At request of O&S scrutiny	Cllr J Toye	O&S

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

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

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

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Homelessness Strategy	Pre-scrutiny of the Homelessness Strategy	Pre-scrutiny	Cllr W Fredericks	Scrutiny Cabinet FC
O&S Annual Report 2023-2025	To recommend to Full Council the Committee's Annual report summarising its key achievements and highlighting any issues over the previous two years	Annual overview	N/A	O&S Full Council
Budget Setting 2026/2027	To consider how the Committee wants to feed into the Budget setting process for 2026/2027 – including pre-scrutiny of key reports such as the MTFS <i>Agree date for Budget setting workshop/discussion – possibly with Cabinet?</i>	Annual Pre-scrutiny/scoping	Cllr L Shires	Full Council
Overview of NNDC Workforce	Through a Financial and Transformational 'lens' <i>Impact of LGR, transformation to Unitary – impact on service delivery and morale</i> <i>How vacancies are managed, how agency staff are used, what work the council does to recruit staff, as well as the impact of vacancies, especially key staff, on the Council's service delivery and budget.</i>	(scrutiny)	Cllr T Adams	
Topic	Purpose	Type/function	Cabinet Member	Decision Maker
November 2025 Finance / Budget pre-scrutiny				
Council Tax Discount Determinations 2026/2027	To make recs to Full Council <i>(the committee may want to discuss whether they wish to consider this report)</i>	Annual overview	Cllr L Shires	O&S Full Council
Budget Savings	To consider savings proposals for 2026/27 and make any recs to Cabinet ahead of the Budget setting process	Annual Pre-scrutiny	Cllr L Shires	Cabinet

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Budget Monitoring P6	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet
Medium Term Financial Strategy 2026 onwards	Pre-scrutiny of the MTFS – making recs to Cabinet	Annual Pre-scrutiny	Cllr L Shires	Full Council
Prudential Indicators 2026/2027	To review the PI's and make recs to Full Council	Annual scrutiny	Cllr L Shires	Full Council
Fees & Charges 2026/2027	To review the Fees & Charges and make recs to Full Council	Annual scrutiny	Cllr L Shires	Full Council
Asset Management Plan <i>(May slip, no date planned, TBC)</i>	To make recommendations to Full Council <i>Slipped to Autumn – needs to be updated to include changes needed to reflect impact of LGR and Audit recs.</i>	Review of AMP scrutiny	Cllr L Shires	Scrutiny Full Council
Car Park Income <i>(May slip, no date planned, TBC)</i>	Report to Committee following agreement on its content– to ensure committee can add value and are satisfied with the presentation of data.	scrutiny	Cllr L Shires	Recs to Cabinet
December 2025				
Budget Proposals	To consider the Budget proposals for the 2026/ 2027 Budget	Pre-scrutiny	Cllr L Shires	Cabinet Council
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q2	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny		Cabinet
Net Zero Strategy & Action Plan	Review of 2024/25 footprint report and draft replacement NZSAP prior to approval by full council.	Pre-scrutiny	Cllr A Varley	Scrutiny Cabinet FC
NHOSC Report	Update from recent NHOSC meeting	Quarterly	Cllr J Boyle	Scrutiny
January 2026				

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Mobile connectivity / Digitalisation - transition from landlines	<ul style="list-style-type: none"> - Review of mobile connectivity data collated by NNDC - Consider inviting Telecoms providers to attend a meeting to respond to questions. 	overview	Cllr J Toye	O&S
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	Future Items			
Topic	Purpose	When	Cabinet Member	Decision Maker
Local Government Reorganisation	To feed into the LGR process at key stages, making any recs to Full Council – this will be added to the programme on a rolling basis – as and when required.	Autumn 2025 onwards overview	Cllr T Adams	Full Council
<div>Page 120</div> Council's Workforce Development / People Strategy	A new strategy aimed at setting out and shaping the visual leadership, management, behaviours of employees and members and the culture of the organisation <i>Members may want to consider whether O&S can add value to this item</i>	(scrutiny)	Cllr T Adams	Scrutiny Full Council
FLASH (may slip – tbc)	To assess the framework agreement for the Fakenham Leisure and Sports Hub and receive an update on the project <i>No date when this might be in so may slip to Nov/Dec</i>	scrutiny	Cllr L Withington	Cabinet/ Lead Officer

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