

Overview & Scrutiny Committee



Please contact: Democratic Services

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Tuesday, 2 December 2025

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 10 December 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 Committee members will be given priority to speak during the debate of agenda items

Emma Denny
Democratic Services Manager

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

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 the 12th of November 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 any petitions received from members of the public.

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

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

9. NOMINATION OF REPRESENTATIVE TO THE NORFOLK HEALTH OVERVIEW SELECT COMMITTEE (NHOSC)

(9.35 – 9.45am)

To Nominate and Recommend to Full Council a representative to sit on the board of the Norfolk Health Overview Select Committee.

10. 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:

11. ANGLIAN WATER UPDATE

(9.50 – 10.20am)

Progress report on Anglian Water actions following June Meeting and any updates to be noted.

12. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-2027 ACTION PLAN TO END OF Q2 17 - 36

(10.20 – 10.40am)

To review the Council's performance and make any recommendations to Cabinet.

Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2024/25 and 2025/26 – to end of Quarter 2 – 1 July 2025 to 30 September 2025	
Executive Summary	This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2025/26
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	Invited to note the contents of the report and provide comments on any items they feel appropriate.
Reasons for recommendations	That cabinet are aware of the progress made to deliver their priorities for the year 2025/26 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.
Background papers	Corporate Plan 2023/27 Annual Action Plan 2025/26

13. COUNCIL TAX DISCOUNT DETERMINATIONS 2026/2027 37 - 54

(10.40 – 10.50am)

To review the Council Tax Discount Determinations and make recommendations to Full Council.

Council Tax Discounts & Premiums Determination 2026-27	
Executive Summary	This report sets out the proposed level of council tax discounts which shall apply to classes of dwelling for the financial year 2026-27.
Options considered.	The recommendations take advantage of the options from the reforms included in the Local Government Finance Act 2012 as amended to incentive homes back into use and generate council tax income.
Consultation(s)	The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2026-27 will be made on the assumption that the determinations recommended below will apply. In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations. [Awaiting legal advice whether the Council can publish on its website instead]
Recommendations	Recommend to Full Council that under Section 11A of the Local Government Finance Act 1992 and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers that: 1) The discounts for the year 2026-27 and beyond are set at the levels indicated in the table at paragraph 3.1. 2) To continue to award a local discount of 100% in 2026-27 for eligible cases of hardship under Section 13A of the Local Government Finance Act 1992 (as amended) and that the Revenues Manager has delegated authority to make Discretionary Reductions under the Hardship Policy up to the value of £4k as indicated in the associated policy in Appendix B. 3) That an exception to the empty property levy charges may continue to be made by the Revenues Manager in the circumstances laid out in section 4.2 of this report.

	4) The long-term empty-property premiums for the year 2026-27 (subject to the empty premium exceptions shown in Appendix C) are set at the levels indicated in the table at paragraph 4.2 5) To continue to award a local discount of 100% in 2026-27 for eligible cases of care leavers under Section 13A of the Local Government Finance Act 1992 (as amended). 6) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 2.1 of this report. 7) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount. 8) A new second homes premium of 100% as detailed in paragraph 4.3 (subject to the second home premium exceptions shown in Appendix C) continues to be applied in 2026-27.
Reasons for recommendations	To set appropriate council tax discounts and premiums which will apply in 2026-27 and to raise council tax revenue.
Background papers	Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount and have premiums in relation to certain types of properties.

14. TEMPORARY ACCOMMODATION REVIEW

55 - 68

(10.50 – 11.20am)

To analyse the effectiveness of the Councils Temporary Accommodation portfolio – making recommendations to Cabinet (if needed)

Executive Summary	This report analyses the performance and value for money of the council's portfolio of homes used for Temporary and other homelessness accommodation (TA) in 2024/25. In summary the analysis shows that, compared to nightly paid accommodation, our own TA delivers significant savings as well as a considerable improvement to the lives of those accommodated. The performance of our TA has improved greatly, and in 2024/25 alone our TA saved us more than £640k compared to use of nightly paid inferior accommodation. Over the last four years (2021/22-24/25) savings have totalled £1.36m
Options considered	The council has invested significant amounts of capital into a portfolio of properties for homeless households. It is important to understand the performance of these properties to ensure they deliver value for money.
Consultation(s)	Officers in Finance, Housing Options, Property Services, Estates and Climate & Environmental Policy
Recommendations	This report is for information, it is recommended that Overview & Scrutiny review the report
Reasons for recommendations	To ensure TA offers a value for money VFM alternative to meet our legal duty to offer temporary accommodation to homeless households.
Background papers	

15. NHOSC REPORT

69 - 70

(11.20 – 11.30am)

Update from recent NHOSC meeting.

WORK PROGRAMMES

16. THE CABINET WORK PROGRAMME

71 - 74

To note the upcoming Cabinet Work Programme.

17. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

75 - 84

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.

18. 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, 12 November 2025 in the Council Chamber - Council Offices at 9.30 am

Committee	Cllr P Bailey	Cllr C Rouse
Members Present:	Cllr K Bayes	Cllr C Cushing
	Cllr A Fletcher	Cllr M Gray
	Cllr M Hankins	Cllr P Heinrich
	Cllr V Holliday (Chair)	Cllr N Housden
		Cllr S Penfold

Members also attending: Cllr J Toye (PH for Sustainable Growth)
Cllr L Shires (PH for Finance, Estates and Property Services)
Cllr A Varley (PH for Climate Change and Net Zero)
Cllr A. Fitch-Tillett

Officers in Attendance: Democratic Services & Governance Manager (DSGM), Director for Resources (DFR), Deputy Monitoring Officer (DMO), Democratic Services Governance Officer (DSGO), Assistant Director Environment and Leisure Services (ADELS), Environment and Leisure Business Support Manager (ELBSM), Climate and Environmental Policy Manager (CEPM)

APOLOGIES FOR ABSENCE

Apologies were received from Cllr J Boyle (Vice-Chair).

75 SUBSTITUTES

None

76 PUBLIC QUESTIONS & STATEMENTS

None received.

77 MINUTES

The minutes of the meeting of the Committee held on 15th October were approved as a correct record.

78 ITEMS OF URGENT BUSINESS

None received.

79 DECLARATIONS OF INTEREST

None

80 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

The Committee considered a request submitted by Cllr Bailey, following the petition submitted regarding access to Pretty Corner Woods in Sheringham. He felt that the matter had highlighted some issues regarding engagement between the local community and the Countryside Team and proposed that arrangements for future engagement were put into place. He added that the proposal had been agreed with the Countryside team and the Portfolio Holder for Community, Leisure and Outreach. Local Members for Sheringham also supported this approach.

RESOLVED to support the following:

- **For the Countryside Team to proactively communicate with the public, in a timely fashion, regarding the way in which NNDC sites are managed, why they are managed in certain ways and what plans are in place when upcoming works on those sites are likely to cause disruption or a significant change going forward.**

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

None received.

83 DELEGATED DECISIONS - NOVEMBER 2025

Using the construction of Happisburgh car park as an example, Cllr Cushing queried through which Committees the delegated decisions passed, both for transparency purposes, and as decisions he felt should be accompanied by a substantial business case. The DSGM explained that some of the delegated decisions had been to Cabinet but she would review the table layout and cross reference to ensure it was clear if those decisions had been made by Cabinet or a particular officer. The DSGM said she would also provide confirmation in writing that the construction of the Happisburgh Road car park decision was made by Cabinet.

The Committee agreed to receive and note the report and the register of decisions taken under delegated powers.

84 BUDGET MONITORING P6

Cllr Shires explained that NNDC was looking at a surplus at year end and but warned the Committee to be mindful of the 'unknowns' that lay ahead, such as what was the Government funding settlement.

Cllr Penfold asked if the Council had an idea of the impact food waste collections would have on the budget and was the Council trying to mitigate any additional costs by looking to phase in the scheme. Cllr Shires explained that Central Government had vastly underestimated what it would cost to implement food waste collections. The Council was investigating the exact costs involved and seeking ways that would have the minimal impact on budget, but it would be an additional revenue cost.

Cllr Cushing asked what capital funded projects was the Council borrowing. Cllr Shires explained, when setting out the Capital Programme, they always indicated the intention to borrow but they were not currently borrowing. Cllr Shires said that to fund any project the Council would always look for best value for money so if they had the fluid funds available and didn't have to pay the interest on borrowing, then the choice would always be not to externally borrow. Cllr Shires confirmed Cllr Cushing's thinking was correct in that the figure £6.175m was just what could be

borrowed but wasn't currently being borrowed. The DFR explained in terms of funding capital expenditure there were three sources that could be used, capital receipts, grants or other forms of external income, or borrowing. Borrowing could be internal or external. The Council hadn't needed to use external borrowing yet as it had used its own working capital, classing it as internal borrowing until such time the Council needed to borrow externally.

Cllr Cushing then queried the Council's Capital Financing Requirement (CFR) and how that fitted in with borrowing. The DFR explained that was the element of internal and external borrowing that the Council hadn't yet funded.

Cllr Hankins commended the finance team on the savings made but queried why the savings in business growth staffing had not been met. Cllr Shires explained the saving of £55k was put forward but at that stage they were not sure if they were going to get the UK Shared Prosperity Fund (SPF) money or any other grants. However, the Council received those grants but provided the Council didn't get them next year the efficiency would be made. If it did receive the grant money the Council would retain the staff members necessary to enable those schemes to run properly.

The Chair had a query about restructuring and how much was coming out of revenue and how much out of reserve. The DFR did not have a precise split but advised that where restructuring savings were made by deleting temporary posts there was very little in terms of restructuring costs; where those posts were from the establishment or where compensation was due to individuals it was then that the Council would seek to use reserves, if it had them. Some areas of the Council used a lot of interim resource and had been trying to build up reserves for such occasions. The DFR agreed to try and find a breakdown for that split.

The Chair also queried the spending on software for Customer Services given the longevity of the organisation. The DFR explained the additional capital spend for the software was an oversight in the original budgeting of the project. The Officers had not realised the configuration of the software would be an additional charge by the supplier. As the funds for the project had already been committed before LGR, they had to spend the additional amount to get the full efficiency of the application.

The DFR confirmed any future investment that would outlive the projected life of the organisation was considered and the Council was mindful that some of its investments may have had a limited shelf-life.

Cllr Housden, asked about the increase in budget for Holt Country Park (HCP) and what the contribution was from the external Section 106 fund and if this was the £40k stated with the Council expected to find the additional £100k. Cllrs Shires believed it was, and that this had been put into the capital programme. Cllr Housden also queried what the £57k for supplies and services for travellers related to. Cllr Shires said that was most likely for utilities and other things needed to maintain the traveller's sites which was a statutory requirement, but she agreed to provide a breakdown to the Committee for exactly what those costs related to.

In response to a query from Cllr Bayes regarding the Net Zero budget, Cllr Shires said there was a reserve for Net Zero initiatives, but some funding was external. Cllr Bayes said he was happy to get a more substantial written explanation on the income from associated Net Zero initiatives but wished to clarify that zero pounds of NNDC money was being spent on advertising the Make My House Green scheme. Cllr Varley said NNDC had received a contribution for each installation, which he believed totalled around £250. That money was ringfenced for specific green

projects.

The Committee RESOLVED to recommend to Full Council:

- a) Note the contents of the report and the current forecast year end position.**
- b) Seek approval of Full Council to increase the 2025/26 capital budget for the Holt Country Park Eco Learning Space to £140,000. This is to reflect the apportionment of £40,000 from external S106 contribution towards the scheme.**
- c) To acknowledge the increased Customer Services C3 Software 2025/26 capital budget to a total of £32,600. This is following approval of an additional £9,200 towards the project from the Delivery Plan Reserve by the Director of Resources/S151 Officer.**

85 FEES AND CHARGES 2026/2027

Cllr Shires explained that this was an annual process to ensure the Council was charging correctly and appropriately. Some of the fees were set by Government, some the Council was only allowed to recover costs, and there were others where it had more discretion. Cllr Shires explained that the Licensing charges had changed quite significantly. The ADELS confirmed this was thanks to an extensive piece of work by the ELBSM to review the fees and charges to ensure it was now based on a cost recovery basis. In answer to a question from Cllr Bayes the ADELS explained the change to a true cost recovery basis sat within guidance as to how the Council should be setting their fees and charges, but this meant that some would go down. What that also meant was there would be an annual fluctuation of those fees as they considered the cost it took to issue each license from the previous year. For example, some caravan licences had increased but animal licences had been split across two parts so appeared lower to the previous year's charges.

Cllr Shires noted that beach huts and chalets had been included incorrectly in the paper. The decision had been made to stop short term leases. Those figures would be removed.

The ADELS responded to a query from the Chair stating that other Environmental Health fees had been benchmarked where possible against neighbouring Councils. The ADELS explained to the Committee, after a question from Cllr Housden, that there was case law that the Council could not make a profit on licensing fees so there was no surplus to the fees charged.

Cllr Gray felt the cost for HCP parking seemed very cheap, and it was not performing as it should based on the investment the HCP had received. He wondered if any comparison had been done against similar country parks. The ADELS advised they had compared with other parks and found the cost comparable to similar sites. The ADELS acknowledged there had been investment but that was in staff and welfare and not something for which visitors would see the benefit.

Cllrs Shires said making HCP accessible for the public was important, as was making that asset sustainable beyond the life of the Council, so she would look to ensure the Council was getting best value and to investigate ways to possibly generate more income. Cllr Gray welcomed maintaining HCP as it was a valuable asset.

The Chair felt a little more explanation over the origin of the greater variance of fees, or why that was, as part of the report would have been helpful. Cllr Shires said that she was always happy to help the Committee and welcomed their feedback.

The Committee RESOLVED to recommend to Cabinet and Full Council:

- **The fees and charges from 1st April 2026 as included in Appendix A.**
- **That delegated authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Directors/Assistant Director to agree the fees and charges not included within Appendix A as required (outlined within the report).**

86 CAR PARK FEES & CHARGES

Cllr Shires reminded the Committee that last year the Council had increased the car parking charges quite substantially and she was mindful that the Committee would have been more comfortable with no increase to the standard town car park charge this year. Therefore, the proposed 3.8% increase would only affect the Coastal and Resort tariffs. The Chair asked why it stated no increase to standard car park fees within the Fees and Charges papers when it wasn't mentioned within the Car Park Fees and Charges recommendation. Cllr Shires was happy that the recommendation within Option 1 be re-worded to reflect that the standard town car parks would not be included in the 3.8% increase.

Cllr Shires explained that officers had initially looked at reviewing charges for season tickets every 2 years, but the Committee had previously felt that it would be better if they were reviewed annually to make a smaller stepped increase. The current view was that, to minimise costs to local residents, the second part of the stepped increase was no longer required, so instead suggested an inflationary increase in Option 6.

Cllr Shires also confirmed, on the back of a query from Cllr Penfold, that the 7-day tickets were increasing by 3.8% across all car parks, as it was previously found that a reduced rate was available when purchasing a 7-day ticket inland. These tickets could still be used across all NNDC car parks.

Cllr Hankins believed residents who did not own a car were subsidising those who did through any proposed increase in Council Tax. He also asked what car parks across the district cost to maintain and which of those car park facilities were not recovering their costs. Cllr Shires signposted the Committee to Pg.39 of the Budget Monitoring report and the business cost it took to keep each car park running. She felt the benefit of parking fees was that they were not restricted as with licensing fees and the revenue generated helped support discretionary services, for example, public toilets and leisure assets. The standard inland car parks were there to support the market towns but were never going to be huge generators of income. Cllr Shires was not aware of any car park making a significant loss but was happy to bring back to the Committee another car parking review. Cllr Penfold believed the Committee was satisfied with the review and it did not have the appetite to look at it again so soon. However, Cllr Cushing thought this would be helpful as the Council headed towards LGR and questions were asked about what parts of the estate would go to any new unitary authority.

It was felt by the Committee that if it was to support the local economy it was essential to maintain the same prices for standard inland car parks and was not a

case of rounding up because it was too difficult but a decision to protect those market towns. Cllr Heinrich welcomed this decision, but he queried the need to charge 5p when many people paid by cash, and he felt that people who did pay this way, were unlikely to have that small change. Cllr Heinrich proposed rounding the charge in those instances up or down. Cllr Heinrich also believed that maintenance costs should be shared across all car parks but not as part of a formal recommendation.

The Committee were initially open to Cllr Heinrich's proposal. When Cllr Shires calculated that rounding up 5p charges to 10p would result in an increase much closer to 5.8% the Committee were less comfortable to vote in support. The Chair felt that this would unfairly impact those who paid by card or via mobile app as they would suffer an increase by a further 2%. Equally, Cllr Rouse was concerned about the negative headlines the Council would receive if they agreed to increase by 5.8%. Cllr Shires confirmed that the parking machines do take 5p coins. Upon reflection of the Committee's views, Cllr Heinrich withdrew his recommendation but wished it noted in any final recommendation that the Cabinet were mindful of those small change increases. The Chair and Cllr Bailey both proposed that 3.8% was a sufficient increase, when considering the cost of living, and the Committee agreed

Cllr Cushing felt that adding the monetary value as to what those recommendations equated to would be useful going forward. The DFR warned the Committee that would require an assumption as no guarantee that increasing by 3.8% would generate a certain amount of additional revenue and including that figure could raise expectations.

Cllrs Shires said she would welcome the support of the Committee in looking at what the estate would look like heading into LGR as the Council had a lot of other assets that would need to be protected for local people.

In response to a question from Cllr Housden on the forecast deficits for the three years beginning in 2026/27 and if any forward plan with inflation figures had been used in coming to those estimates, Cllr Shires explained that was what had been assumed back in February, when the Budget was set, based on what was known at that time and it was not possible to adjust those forecasts in year. Officers did not assume, in advance, an increase on car park charges as they could only forecast on what they knew to be certain. Cllr Shires reiterated that increasing car park fees in future years wouldn't cover all those forecasted deficits, although it would help.

When reflecting on a suggestion by Cllr Gray, who felt that adding a column to the report that showed an actual percentage increase might add some clarity when considering charges with the odd 5p, Cllr Shires said officers had calculated those percentages, and she would share them with the Committee, and when rounded up some were slightly higher than 3.8% whilst some calculated as lower than 2%. The Chair fed back that showing the financial gain from those increases would be useful. Cllr Shires explained a table showing this was in the report but was happy to link together, so it became clearer.

The Committee RESOLVED to recommend to Cabinet:

- ***Option 1 overall car parking total increase in line with CPI inflation of 3.8% and apportioned so there is no increase to standard town car parks. Cabinet to be mindful of the inconvenience for cash users caused by using small change such as 5p coins.***
- **Option 6 increase season ticket fees by 3.8%.**

87 NET ZERO STRATEGY & ACTION PLAN

The Portfolio Holder for Climate Change and Net Zero, Cllr A Varley, introduced the report, highlighting the key points.

The Chair invited members to speak:

Cllr Penfold wished to know what control the Council had over contractors, when delivering projects, in terms of their emissions, and was there a process in place that ensured they weren't just giving a contract to the cheapest option but were considering the environmental impact. Cllr Varley said the Council could exert some influence as it went out to tender for projects and it was keen to work with contractors with good eco credentials. The CEPM said that thanks to new procurement rules they could consider contractors on more than just price, such as the sustainability offer. The CEPM noted that the Climate Literacy training that staff undertook was very important as everyone across the organisation understood the importance of taking that into due consideration when awarding a contract.

An example was raised by Cllr Fitch-Tillet of coastal works being undertaken in the Cromer area where the contractors had been taking the environmental impact of works into consideration and were looking to do all they could to offset carbon emissions.

Cllr Cushing wished to express that he supported reducing emissions but raised concerns that, when looking at the report, the emissions had barely reduced since a climate emergency was announced in 2019 and felt that any reductions the Council made were of minimal impact when considering the emissions on a global scale.

In response Cllr Varley agreed that in context the Council's carbon emissions only amounted to 1% of emissions across North Norfolk but he felt strongly that it was important to influence and showcase what the Council did as a way forward in reducing emissions. Highlighting the benefit of working in a particular way that could save money for homes or businesses was very important. Cllr Varley felt the Council could facilitate change by supporting households and businesses and pushing the Net Zero agenda.

Cllr Varley said that many of the Council's schemes were externally funded and did not cost the taxpayer any money. Cllr Cushing disagreed as the external funding came from central Government out of the taxes that everyone paid.

Cllr Heinrich felt that the Council might only be making small gains but lots of small gain added up, and everyone had a responsibility to tackle climate change. He felt it was important to encourage solar panels on more of the districts business and industrial buildings.

The CEPM answered a query from Cllr Heinrich in relation to properly vetting homes when insulating them to ensure no future problems, such as mould, and she assured him that the Council administered most of their grants through the Norfolk Warm Homes scheme which was very experienced. They had concentrated on floor and loft insulation and solar panels. They only worked with two long-established contractors who were very trusted, and they carried out inspections after each installation and had case studies going back several years that they had revisited after retro fitting many years ago. Norfolk Warm Homes was often held up as an exemplar by Government as to how other similar schemes should be run.

Cllr Penfold agreed that it was both an individual and collective responsibility to help reduce carbon emissions and urged Members to promote the grants that were available, like the £500 for the Make My House Green scheme, to their local constituents and parishes. At the request of Cllr Hankins, the CEPM agreed to update all Members on the grants available.

In response to a query from Cllr Penfold, regarding HCP, the CEPM outlined some of the options that were being explored for replacing the diesel generators explaining there was an ongoing project to get electricity to that site. There were also renewable sources being investigated with contractors, including fitting solar panels or wind turbines, but the tree canopy could interfere with those operations. As a last resort, using a form of biofuel for the generators was an option or it could be a combination of all those. Cllr Shires highlighted that UK Power Networks had a huge part to play to de-carbon the Council's assets and reduce emissions.

The CEPM asked if she could take away a query by the Chair when asked if the carbon footprint of tourism was included in industry, but as they were central Government figures that were provided for the district, it was agreed this would be reported back on in writing after the meeting.

Cllr Bayes felt that there was a lack of infrastructure surrounding public transport when considering an area such as Stalham, and surrounding parishes, where most people would have to transport themselves to work or post 16 education. He was pleased to see within the report that people were being encouraged to buy and source goods locally and wished to see local businesses and suppliers supported rather than outsourcing to contractors who were based out of area and who would have to travel to install and be less inclined to return if any issues were discovered.

Cllr Varley noted that feedback and explained that the Council did always try and use local contractors where possible and although the company running the Make My House Green scheme was a national company they used local contractors to do the installation works. Indeed, one local contractor was using that platform to promote their business as they had no website themselves and Cllr Varley felt this was a positive story in supporting those small local businesses within North Norfolk.

Cllr Varley thought it would be worthwhile the Committee considering calling in the Norfolk County Council Transport department to review the difficulties residents have with public transport as he also noted similar issues raised by Cllr Fitch-Tillett for those with disabilities in travelling to the Council Offices when having to rely on buses or trains.

Cllr Varley wished to note, in response to a query by Cllr Fitch-Tillett, that it was very important to strike a balance and stop relying on fossil fuels which harmed the rainforests and although there were carbon emissions in producing electric vehicles the batteries would last 20-25 years.

The Chair enquired why did it need to be an Environmental Charter. Cllr Shires said the Council did have a Customer Services Charter, acting as a pledge of the Council's intention to do something. Cllr Varley said they'd had the Environmental Charter since 2019, and this was to update that. Cllr Penfold asked if the Council was set to meet the targets set out by 2030. Cllr Varley explained that sadly the Council would not be in existence by then, so it was more important to showcase the benefits of net zero. He highlighted that coastal erosion and flooding would continue to be an issue, so it was important the Council kept trying to meet those internal targets regardless. He confirmed the trajectory of meeting those targets was heading

in the right direction, the Council just need to keep channelling good carbon reduction projects.

The CEPM explained, in response to Cllr Cushing, that how much the Council plan to reduce carbon emissions by each year was a step-by-step plan that was looked at every year and, as Cllr Varley said in his introduction of the report, there would be 'bumps along the road'. Cllr Varley stated this was a combined journey and any ideas Members had in helping the Council to meet its targets would be welcomed.

The Chair said that a third of the actions had no carbon footprint reduction and wondered if there were reductions that had not been included on the Action Plan that would help the Council reach its target. The CEPM said the Action Plan could be more ambitious, if the Council had infinite money and resources, but admitted the Council would need to find more carbon savings if it was to be zero carbon. If the target had not been reached by the end of the administration there was room to buy carbon off setting, but this came at a high cost.

As the Action Plan only went up to 2027 there was scope to look beyond that with new ways of carbon savings but as Cllr Shires pointed out with LGR looming, it was about having a shared goal, across the new local government structure, of moving to Net Zero. Cllr Varley discussed making the Council's waste vehicles run off HVO (Hydrotreated Vegetable Oil), but more research was needed on HVO, and it did come at a higher cost so was mindful of budget constraints but a project like that would cut the Council's carbon emissions dramatically.

Cllr Varley confirmed to Cllr Housden that the £384k put aside to support net zero initiatives was part of the £500K in reserve for the Council's Net Zero programme. Cllr Varley was delighted to hear from Cllr Bayes that Stalham Town Council had installed two non-flushable urinals in refurbishing public conveniences and noted this was aided by Norfolk Wide Net Zero Communities project. He recognised both Cllr Bayes and Cllr Taylor's dedication to those Net Zero projects.

The Committee noted the contents of the carbon footprint report for 24/25 and RESOLVED to recommend to Full Council:

- **Adopts the revisions to the Environmental Charter**
- **Adopts the Decarbonisation Strategy and associated action plan.**

88 THE CABINET WORK PROGRAMME

No comments

89 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The Committee agreed to see a review on the spend by Housing on temporary accommodation to ensure the Council was getting best value for money.

Cllr Penfold proposed the Committee invite the portfolio holder for Transport and Highways, at Norfolk County Council (NCC), to come and discuss public transport with the difficulties highlighted. The Committee also agreed to Cllr Housden's proposal they could combine this alongside a discussion over speed limits in the district. Cllr Gray noted it was vital to focus on what the Committee wanted to ask and have evidence to support that focus beforehand if they were going to call in NCC.

The Chair and Cllr Heinrich proposed the Committee revisit health, with ambulance response times, closure of community facilities and to review access to local dentists a focus, of which the Committee agreed to adding to the Work Programme.

90 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 11.58 pm.

Chairman

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

	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 — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land and Property	Any beneficial interest in land which is within the area of the council. '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.
Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer
Corporate tenancies	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (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.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (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

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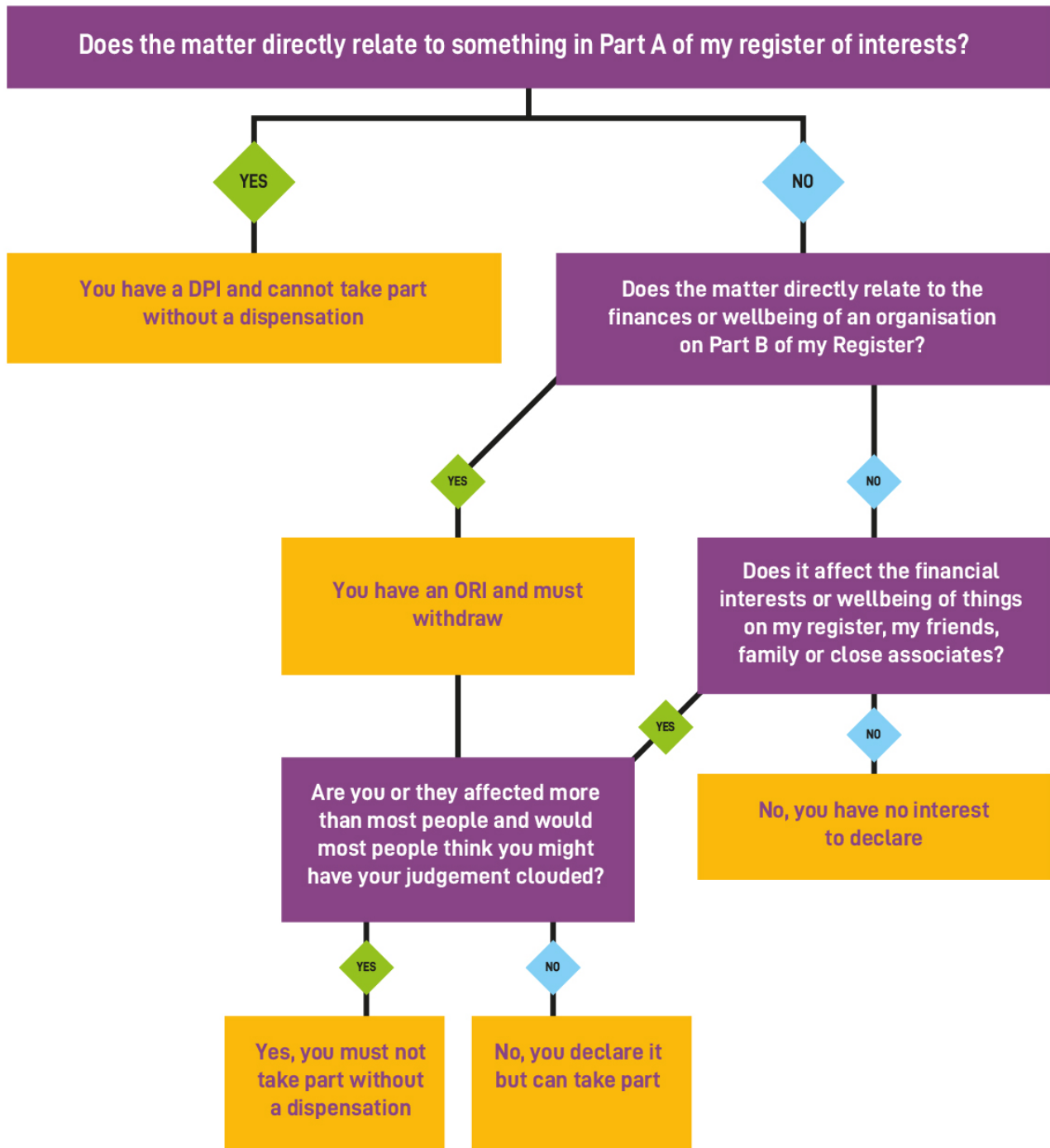
* 'director' includes a member of the committee of management of an industrial and provident society.

* '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 2 – 1 July 2025 to 30 September 2025	
Executive Summary	This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2025/26
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 note the contents of the report and provide comments on any items they feel appropriate.
Reasons for recommendations	That cabinet are aware of the progress made to deliver their priorities for the year 2025/26 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.
Background papers	Corporate Plan 2023/27 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 2025/26 is being implemented as planned and this will help to ensure that the MTFS is achieved.
Council Policies & Strategies	Corporate Plan 2023-27

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. 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 and the first two quarters of the Action Plan 2025/26 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

2. Introduction & Background

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

3. Overview of progress

The tables below show overall progress in implementing the Corporate Plan Annual Action Plans 2025/26 up to the end of Quarter 2.

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
N/A	Not applicable as not due to start yet
Missing Data	Update not provided by the Lead Officer

3.1 Progress in delivering the 2025/26 Annual Action Plan 1st April – 30th September 2025.

The table below shows the status for each of the actions identified within the plan up until the end of Quarter 2.

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	6	0	0
Green	0	21	3	0
NA	0	0	0	0

3.2 Details of all Actions

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

- Appendix A Action Plan 2025/ 2026 Progress Update – Qtr 2 April – September 2025

4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2025/26 are implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

5. Financial and Resource Implications

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

Comments from the S151 Officer:

There are no deemed financial implications

6. Legal Implications

There are no legal implications arising directly from this report.

Comments from the Monitoring Officer

[This report is for information and note.](#)

7. Risks

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

8. Net Zero Target

- 8.1 The Corporate Plan 2023-27 Annual Action Plan and 2025/26 contain actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero target.

9. Equality, Diversity & Inclusion

- 9.1 The Corporate Plan 2023-27 Annual Action Plan 2025/26 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

10. Community Safety issues

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

11. Conclusion and Recommendations

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



Ref	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment	Last Updated
1	North Norfolk Local Plan	Complete the further work requested by the Planning Inspector on making revisions to the draft North Norfolk Local Plan and to take account of new Government policy announcements with the objective of formally adopting the Plan by December 2024.	David Glason	Our Greener Future - Continue our journey to Net Zero. - Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Green	The North Norfolk Local Plan has been found 'sound' in the recently received final report from the independent Planning Inspector, subject to a number of Main Modifications. The final Local Plan is scheduled to be taken to Cabinet on 1st December and Council on 17th December seeking adoption by Members.	5/11/2025
	Climate Impact	Continue to monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for. Commit to reviewing previously proposed investment to reduce the carbon footprint of the Council's main Cromer offices pending clarity over any local government reorganisation, whilst continuing to assess the Council's wider assets and implement works which improve their environmental performance and reduce the Council's carbon footprint.	Kate Rawlings	Our Greener Future - Continue our journey to Net Zero. - Continuing our own annual emissions reductions to reach Net Zero by 2030	In Progress	Green	The draft carbon footprint report for 24/25 has been prepared and is being taken through the committee process. A new decarbonisation strategy and action plan has been prepared for approval by full Council. The action plan includes several potential projects for decarbonising our estate including the Council's Cromer office.	4/11/2025

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	In September cabinet resolved to agree the extension of the Processing of Co-mingled Dry Recyclables contract with NEWS Ltd through to 31st March 2030 on its current terms. This allows for the continuation of recycling by NNDC residents. Planning continues for the implementation of a separate food waste collection for every household in the District as per the requirements of "Simpler Recycling". There remains uncertainty around the level of revenue funding the Council will receive for the service, which will be announced as part of the annual settlement in December. Discussions are underway with the contractor Serco exploring the delivery model for the new service in the latter half of 2026. In September cabinet agreed to provide householders with a starter roll of caddy liners which it is hoped will encourage participation in the scheme. A major project board has been form to monitor project development.	17/11/2025
4	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	Amber	Main construction phase of Cromer and Mundesley Coast Protection schemes have been completed. Progressing final funding approval.	10/11/2025

5	Coastwise programme	Working with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Our Greener Future - Protect and Transition our Coastal Environments - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses.	In Progress	Amber	Work continues across a wide scope of activities. Significant progress has been made over the last quarter in the development of co-created Community Coastal Erosion Transition Plans across a number of settlements. Significant work progressed in development of medium term support for homes at risk although the leading option to be delivered, is now not permitted to be completed under CTAP as directed by the funders (EA). High level discussions for future delivery of this option is ongoing. Alternative actions to meet programme spend now underway and development/progression.	7/11/2025
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	This has not progressed from previous update due to staff resource/capacity; however, 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.	10/11/2025
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	David Glason	Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have	In Progress	Green	Communities are actively bringing forward Neighbourhood Plans with officer engagement, advice and review of emerging plans. Parish Councils actively looking to advance and finalise their emerging Neighbourhood Plans are: Hoveton, Trunch and Tunstead. Formal consultation Under	5/11/2025

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		voices and capacity in the context of future local government reorganisation.		opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.			Regulation 14 stage of the Neighbourhood Plans is expected for: Tunstead, Hoveton and Stalham in December 2025. Parish Councils with an adopted Neighbourhood Plan are: Blakeney, Corpusty & Saxthorpe, Holt, Ryburgh and Wells-next-the-Sea. Parish Councils actively developing Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead. See: https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/	
	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.	Completed	Green	We continue to utilise the Government grants we receive (Homelessness Prevention Grant, Rough Sleeper Initiative, Homes for Ukraine, Disabled Facilities Grant. Discretionary Housing Payments) to deliver a range of services and initiatives to our most vulnerable residents. In addition we have received funding from other partners to deliver services and support residents in our communities including Better Care Fund (North Norfolk Health and Wellbeing Partnership), Community Transformation Funding (Integrated Care Board), Household Support Fund and Primary Care Network . The Frailty Project has been continued into 2025/26 and the Proactive Intervention and Prevention Project is funded for 12 months from August 2025.	5/11/2025

9	Health and social care facilities for older residents	With local partners we will continue to lobby for the retention and development of innovative health and social care facilities for older people in the District, including the re-opening of the Benjamin Court NHS asset in Cromer, reflecting the district's aged demographic – the oldest average age in the country.	Steve Blatch	Developing our Communities - Promote health, wellbeing and independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.	In Progress	Green	We continue to promote the reuse of the mothballed NHS owned Benjamin Court facilities in Cromer as a health and wellbeing service hub for older people, chronic condition management, rehabilitation, respite and palliative care. Meeting with Steff Aquarone, Ed Garrett (Chief Executive of the Norfolk and Waveney Integrated Care Board) to discuss Benjamin Court, wider health provision in the district and services provided at Cromer Hospital arranged for 21st November 2025.	12/11/2025
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	The required agreement to lease to enable the project to progress is in place and the deed of variation to the leisure contract is being worked on currently. Construction has commenced on site and good progress is being made. The project is running to timetable currently. Regular reporting and monitoring is in place to identify any issues quickly and ensure they are resolved.	3/11/2025
11	Sports pitches	Having secured funding approval for the Cromer 3G pitch deliver this new (replacement) facility by September 2025 and continue to pursue funding for similar facilities at Fakenham and North Walsham.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Amber	Cromer 3G pitch has now been opened and is being used by the Academy and the Community. Bookings for the winter months are strong. Fakenham 3G pitch project has now started, with some of the early surveys being completed. The Football Foundation have indicated that they would like to bring the application date forward in the hope of getting funds allocated for this project. Discussions continue with North Walsham Town FC about a potential project at Greens Road	4/11/2025

12	Improvement of facilities at Holt Country Park	Explore external funding opportunities such as the Norfolk GIRAMS scheme, Hornsea 3 Legacy fund and S106 agreements to contribute to the improvement of the facilities within Holt Country Park, working towards maintaining Green Flag status at this location and our other Countryside sites.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	Staff facilities improvements are complete. Electricity project in ongoing, a valuation has been completed and Estates are seeking to make contact with landowner. The Hornsea 3 Legacy fund project to build a new classroom and learning space is in progress and on schedule. We are investigating a possible pot of S106 to support the Hornsea project and improve the play area	5/11/2025
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	Annual data provided to Councillors and Parish Councils - 2025 data to be sent out in November	29/10/25
14	Second homes council tax premium	Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Analysis of number of second homes and CT income collected, and use of the income to be reported to Cabinet in November	29/10/25

15	Affordable homes	Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Sheringham, Bacton, Walcott, Wells and Fakenham being taken forward during 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	45 new affordable homes have been completed so far in 2025/26, with the full year total forecast to be 93	29/10/25
16	Housing standards	Continue to work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Meeting our Housing Need - Promote best use of housing stock and good housing standards - Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis.	In Progress	Green	01/04/2025 to 18/11/2025 - 36 Housing Health Safety Rating System inspections undertaken- on target for annual figure of 50. 2 House in Multiple Occupation License applications received and processed. The Team (along with other relevant service areas) are also preparing for the implementation of the Renters Right Act 2025.	7/11/2025

17	Long-term empty properties actions	Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action – 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	Green	We have an inspector that visits empty properties and Devin O'Neill, our Empty Homes & Revenue Generation Officer support owners to bring properties back into use at an individual level. The total empty properties as at 6 October 2025 (CTB1 data) is 1,234. Out of these there are 759 Long-Term Empty properties. This is 1.34% of the taxbase total.	7/11/2025
18	North Norfolk Business Forum	Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.	Completed	Green	Invest North Norfolk – the Council's business facing brand and portal – is live and will continue to develop and expand over time, serving as a valuable resource to support businesses with fulfilling their growth aspirations. Over 450 businesses have now already signed up to receive the monthly 'INN the Know' bulletin which helps to keep businesses abreast of the latest support information. A range of workshops, networking and events will be delivered through to year end.	4/11/2025

Page 29	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. Principle partners supported visit to Bacton energy Hub site with East of England all Party Parliamentary Group on 19th September; facilitating partner in hosting inward investment trade delegation organised by the Quebec provincial Government in Canada on 17th November 2025, holding exploratory meetings with key stakeholders to secure increased electricity supply to support decarbonisation of existing operations and future developments at the Bacton site, invitation extended to senior officials at GB energy to visit Bacton, now likely to be Quarter 1 2026.	12/11/2025
		Stalham High Street Task Force	Continue to work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a vision which contributes to the future vitality of the town for delivery over the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Completed	Green	Following the Stalham HSTF exercise, the locally led Stalham Town Team is established and continues to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Over the summer NNDC Officers have recently presented to the local stakeholders a range of options to support the town, including a Retail Excellence Programme of workshops (in conjunction with North Walsham businesses) and grants available through NNDC's Love Your Market Town and the Town Ambition Programme which will be delivered this financial year.	4/11/2025

Page 30	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	Locating in the former Barclays unit on the High Street in Holt, a new Banking Hub has been established. Operating 9am-5pm, Monday to Friday, the Hub provides services for Natwest, TSB, Barclays, Santander and Lloyds customer. A banking hub is planned for Cromer to replace the closing NatWest branch, with the new facility recommended by LINK in June 2025. It will be a shared space offering cash and cheque services for customers of all major banks, and will include a 24/7 ATM. The hub is set to replace the former NatWest on Church Street, though its official opening date has not yet been announced. A planning application for signage has been received. A post office has also opened at Fakenham. Operating from premises on Upper Market, the new Post Office will open from 8.30am until 5.30pm on weekdays and from 8.30am until 1.30pm on Saturdays.	4/11/2025
	22	Promote North Norfolk	Continue to support and work with tourism interests across the district to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Robert Young	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	The new partnership arrangement with Visit North Norfolk is operating successfully, with the the Council continuing to support and work with tourism interests across the area to promote North Norfolk as a key visitor destination. The VNN Board is operating well, and effective marketing campaigns continue to be produced.	10/11/2025

23	UK Shared Prosperity Fund and Rural England Prosperity Fund programme	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.	In Progress	Green	The previous UKSPF (3yr) & REPF (2yrs) programmes concluded in March 2025. A report was presented to the Overview & Scrutiny Committee in April 2025 which demonstrated that all workstreams met or exceeded their output and outcome targets. NNDC was awarded £405,095 of additional UKSPF funding and £437,000 of REPF funding for 25/26. 4 workstreams (agreed by Cabinet in February 2025) have been developed and are on track. The REPF grant scheme is also on track and is about to be fully committed.	4/11/2025
24	Serviced employment land	Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been developed this year. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed Mcdonalds at Fakenham, Sainsbury's acquisition of the Homebase site at Cromer and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer (now open). In addition, the new roundabout on the Fakenham Bypass has now opened, facilitating new potential housing growth/commercial. Planning has also been granted for replacement fuel station (adj to Morrisons, Fakenham) with takeaway facilities and demolition work has commenced. Presently there is a planning application being considered for a Lidl store (Class E discount foodstore) with associated car parking, landscaping, engineering and drainage works on Nightjar Road in Holt which predicts 40FTE jobs.	4/11/2025

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	Devolution - Norfolk and Suffolk County Councils (as the responsible upper tier authorities) formally agreed to establish Mayoral Combined Authority in October 2025 and are now working with Government around preparation of a Statutory Instrument and parliamentary processes to allow the legal constitution of the body in Quarter 1 2026 followed by a first mayoral election on 7th May 2026. LGR - Full business case submitted to Government on 26th September (after Full Council vote on 24th September) and now subject to appraisal by MHCLG officials alongside the proposal for a single unitary made by NCC and 2 unitary proposal made by South Norfolk Council. Partners to Future Norfolk partnership continue to develop our narrative and proposals for the 3 unitary councils, including sharing with Town and Parish Councils (NNDC workshops 13th and 18th of November) in anticipation of statutory consultation being undertaken by MHCLG for 6 weeks from late November (formal details of the consultation currently awaited). Separate to the above and agnostic to any decision made by Government in early 2026 the 7 Norfolk districts and the County Council have begun to scope some outline workstreams around data, systems, contracts, workforce and regulatory services, as well as preparing a specification for a	12/11/2025
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Page 33							strategic implementation partner to be appointed jointly from April 2026.	
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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. The draft workforce strategy was presented to JSCC on 5th November and will now move forward for adoption.	12/11/2025
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, work is continuing in order to find better ways of working. Assistant Directors have been contacted as part of the 2026/27 budget setting process to proposed savings/income generation ideas.	6/11/2025

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 which includes Cromer Pier Pavilion Theatre auditorium works. Unfortunately NNDC were not successful with this grant funding. Consultants are being engaged with to provide a scope of works for the inclusion in the capital bids for 2026/27	6/11/2025
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	We have a lawyer whose focus is on these assets. We have liaised with the assets team which has a steer for a number of sites. 09..07.25 Requested legal advice regarding multiple transfers to one organisation. Officers are liaising with town and parish councils around some possible asset transfers. Negotiations are to commence through the assets team and Independent valuations to be undertaken at this time.	12/11/2025
30	Review and maximise the Council's approach to asset commercialisation	Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets through implementing the actions detailed in a revised Asset Management Strategy from April 2025.	Renata Garfoot	A Strong, Responsible and Accountable Council - Maximising opportunity - Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Green	Additional external Estates resource has been secured and instructions to them to undertake rent review and lease renewals.	28/10/25

Council Tax Discounts & Premiums Determination 2026-27	
Executive Summary	This report sets out the proposed level of council tax discounts which shall apply to classes of dwelling for the financial year 2026-27.
Options considered.	The recommendations take advantage of the options from the reforms included in the Local Government Finance Act 2012 as amended to incentive homes back into use and generate council tax income.
Consultation(s)	The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2026-27 will be made on the assumption that the determinations recommended below will apply. In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations. [Awaiting legal advice whether the Council can publish on its website instead]
Recommendations	Recommend to Full Council that under Section 11A of the Local Government Finance Act 1992 and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers that: 1) The discounts for the year 2026-27 and beyond are set at the levels indicated in the table at paragraph 3.1. 2) To continue to award a local discount of 100% in 2026-27 for eligible cases of hardship under Section 13A of the Local Government Finance Act 1992 (as amended) and that the Revenues Manager has delegated authority to make Discretionary Reductions under the Hardship Policy up to the value of £4k as indicated in the associated policy in Appendix B. 3) That an exception to the empty property levy charges may continue to be made by the Revenues Manager in the circumstances laid out in section 4.2 of this report. 4) The long-term empty-property premiums for the year 2026-27 (subject to the empty premium exceptions shown in Appendix C) are set at the levels indicated in the table at paragraph 4.2 5) To continue to award a local discount of 100% in 2026-27 for eligible cases of care leavers under

	Section 13A of the Local Government Finance Act 1992 (as amended). 6) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 2.1 of this report. 7) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount. 8) A new second homes premium of 100% as detailed in paragraph 4.3 (subject to the second home premium exceptions shown in Appendix C) continues to be applied in 2026-27.
Reasons for recommendations	To set appropriate council tax discounts and premiums which will apply in 2026-27 and to raise council tax revenue.
Background papers	Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount and have premiums in relation to certain types of properties.

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

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

Corporate Governance:	
Is this a key decision	Yes

Has the public interest test been applied	Yes
Details of any previous decision(s) on this matter	October 2022, Council Tax Discounts & Premiums Determination 2023-24, 2024-25 and 2025-26.

1. Purpose of the report

This report sets out the proposed level of council tax discounts which shall apply to classes of dwelling for the financial year 2026-27.

2. Introduction & Background

- 2.1 All billing authorities can reduce or end the nationally set 50% council tax discount for second homes. The exception to this rule is that billing authorities cannot change the discount for second homes of people who are liable for council tax on dwellings provided by an employer, i.e., tied accommodation, as established under regulation 6 of the Council Tax (prescribed classes of dwellings) (England) Regulations 2003.
- 2.2 It is for the billing authority to determine whether changes to discounts apply to all or parts of its area. An area can be as small as one property (provided it can be defined geographically) and different discounts can apply in different parts of the area.
- 2.3 Properties that are classed as Second Homes (properties that are substantially furnished but no one's main residence) can attract a premium on their Council Tax from 1 April 2025, which is currently 100% of the charge subject to premium exceptions shown in Appendix C.
- 2.4 Properties that are classed as Long-Term Empty (properties that have been substantially unfurnished for a period of 12 months) can attract a premium on their Council Tax, which is currently 100% of the charge subject to premium exceptions shown in Appendix C.
- 2.5 The Council also has powers under Section 13A of the Local Government Finance Act 1992 (as amended) to introduce discounts to particular taxpayers.
- 2.6 Since April 2013 North Norfolk District Council (as a billing authority) has had additional powers to vary the levels of council tax discount offered in the District. Reductions in the discounts offered or increases in the premiums charged will generate additional revenue for both the District Council and major preceptors.

3. Current Discounts and Premiums Proposed for 2026-27

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

Class	Description	2025/26 Discount	Proposed Discount from 1 st
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			April 2026
Class A	Dwellings which are not the sole or main residence, are furnished, but their continuous occupation is restricted by planning regulations to less than 28 days a year.	10% Discount	10% Discount
Class B	All other dwellings which are not the sole or main residence, are furnished, and their continuous occupation is not restricted by planning regulations to less than 28 days a year.	No Discount	No Discount
Class C	All dwellings which are unoccupied and substantially unfurnished.	No Discount	No Discount
Class D	Dwellings that are unoccupied and unfurnished and: • require or are undergoing major repair to make them habitable. • are undergoing structural alteration. • have undergone major repair work to render them habitable, if less than six months have elapsed since the date on which the alteration was substantially completed, and the dwelling has continuously remained unoccupied and unfurnished since that date	50% Discount	50% Discount

Class D Discount

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

Band	2021	2022	2023	2024	2025
A	-	4	15	11	11
B	3	3	13	7	13
C	-	4	11	20	14
D	2	1	7	12	6
E	4	2	6	11	7
F	1	-	6	7	3
G	1	-	1	5	5
H	-	-	0	1	0
Total	11	14	59	74	59

This report proposes to continue the 50% discount level is applied for 2026-27.

- 3.2 In 2022-23 the Council introduced a new discount under Section 13A of the Local Government Finance Act 1992 (as amended) to give 100% relief to those experiencing hardship. It is proposed that this discretionary reduction and associated policy and application process remain in place for 2026-27.

There were none awarded as of October 2025 when the CTB1 Government Return was completed.

4. Empty Homes Premium and Section 13A Discounts

- 4.1 Between 2013 and 2019 the Council charged the maximum premium on top of the usual 100% charge on long term empty properties i.e., substantially unfurnished for a period of 24 months or more.

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

Levelling-up and Regeneration Bill

The Levelling-up and Regeneration Bill (introduced in the Queen's Speech in May 2022) became an Act of Parliament it gave additional powers to the Council to reduce the number of months from 24 months to 12 months to apply the empty property premium. There are currently circa 250 of these empty homes in the North Norfolk area.

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

- 4.2 The table below details the existing premiums which the Council has in place currently and this report proposes these discount levels remain the same for 2026-27. The premium is the amount above the existing 100% council tax charge, so for example a long-term empty property which has been empty for longer than 12 months will pay council tax at a 200% level (double the normal level).

Description (long-term empty property premium to be added to 100% council tax charge)	2025-26 Premium	Proposed Premium from 1st April 2026
Long term empty properties that have been empty for a consecutive period of longer than 12 months	100% premium	100% premium
Long term empty properties that have been empty for a consecutive period of longer than 24 months	100% premium	100% premium
Long term empty properties that have been empty for a consecutive period of longer than 60 months	200% premium	200% premium
Long term empty properties that have been empty for a consecutive period of longer than 120 months	300% premium	300% premium

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

Currently there are over 180 properties that fall within the bracket of long-term empty properties longer than 24 months within North Norfolk, so this is viewed as a policy tool to encourage efficient use of available housing within the district.

Officers are aware there are cases where long term empty properties are undergoing significant renovations to bring them back into use. It is proposed that to continue to encourage this that the continued discretion be given to the Revenues Manager to allow exceptions to the Levy charge in these cases. There are anticipated to only be a small number of qualifying properties in the District, so it is not considered to be a significant financial risk to the Council.

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

Second Home Premium.

- 4.3 The Levelling-up and Regeneration Bill proposes that billing authorities would have the power to charge a 100% premium on second homes. The Council began charging a 100% premium on second homes (council tax properties that are unoccupied and furnished) with effect from 1 April 2025 and this continues.

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

There are currently over 5,700 second homes in the North Norfolk area and we have estimated 35% of these will fall within one of these exceptions or will try to avoid paying the premium.

Care Leavers Discounts

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

Classes of Property

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

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

Formal Determinations

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

Corporate Plan Objectives

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

5. Financial and Resource Implications

- 5.1 The discounts and premiums approved by Members will be used for calculating the tax base used in the budget setting and is part of the Medium-Term Finance Strategy.
- 5.2 The calculation of the tax base for 2026-27 will be made alongside the budget, based on the level of discounts and premiums approved by Members. The taxbase dictates the expected income to the Council from Council Tax in the following year. Any increase in discounts or decrease in premiums will reduce the taxbase, and therefore also income.

Comments from the S151 Officer:

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

6. Legal Implications

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

Comments from the Monitoring Officer

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

7. Risks

7.1 This report does not raise any new risks.

8. Net Zero Target

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

9. Equality, Diversity & Inclusion

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

10. Community Safety issues

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

11. Conclusion and Recommendations

11.1 This report sets out the proposed level of council tax discounts and premiums which shall apply to classes of dwelling for the financial year 2026-27.

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

- 1) The discounts for the year 2026-27 and beyond are set at the levels indicated in the table at paragraph 3.1.
- 2) To continue to award a local discount of 100% in 2026-27 for eligible cases of hardship under Section 13A of the Local Government Finance Act 1992 (as amended). See the associated policy in Appendix B.
- 3) That an exception to the levy charges may continue to be made by the Revenues Manager in the circumstances laid out in section 4.2 of this report
- 4) The premiums for the year 2026-27 (subject to the empty premium exceptions shown in Appendix C) are set at the levels indicated in the table at paragraph 4.2.
- 5) To continue to award a local discount of 100% in 2026-27 for eligible cases of care leavers under Section 13A of the Local Government Finance Act 1992 (as amended).
- 6) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 2.1 of this report.
- 7) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.
- 8) A second homes premium of 100% as detailed in paragraph 4.3 (subject to the second home premium exceptions shown in Appendix C) is applied.

<u>Property Reference</u>	<u>Property Name/ Number</u>	<u>Property Address</u>	<u>Post Code</u>
Brimbelow Road, Hoveton			
052371	Bure Banks	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014717	Bure Croft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059714	Bureway	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014730	Morlands	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014744	Summer Vale	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014745	Summer Vista	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
773269	Sunrest	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
714750	The Patch	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
058865	The Wherry	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774664	Willow Cabin	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ

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

Contents

1. Introduction and Purpose of Policy Document

2. Council Tax – Discretionary Reduction Policy

2.1 Introduction

2.2 Legislation

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2.4 Criteria

2.5 The Application

2.6 The Decision-Making Process

2.7 Review of Decision

2.8 Recovery of a Hardship Relief Award

2.9 Fraud

1. Purpose of Policy Document

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

2. Council Tax Discretionary Reduction Policy

2.1 Introduction

- 2.1.1 Councils have the power to reduce the amount of Council Tax a person has to pay to such an extent as they see fit. This includes the power to reduce an amount to nil and may be exercised in relation to particular cases or by determining a class of property in which liability is to be reduced to an extent provided for by the determination. There is a cost to the Council in respect of any discretionary relief awarded and is met by the Council's collection fund.

2.2 Legislation

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

2.3 North Norfolk District Councils Policy

- 2.3.1 North Norfolk District Council has not defined any specific class of property on which to award a section 13A discount.
- 2.3.2 Applications for a reduction will usually only be considered in individual cases where severe hardship and extenuating circumstances can be demonstrated.
- 2.3.3 Where an application is successful, the award will be paid/credited directly to the Council Tax account.

2.4 Criteria

- 2.4.1 Each application will be assessed on its individual merits. When assessing applications, the following considerations will be made:
- All applications are only intended as short-term assistance and awards will not extend beyond the current financial year and should not be considered as a way of reducing Council Tax liability indefinitely.
 - Reductions-or remission will be the exception and not the rule.
 - Council Tax discretionary reductions will not be awarded for any reason other than to reduce Council Tax liability.
 - Reductions-are not to be granted in order to prevent recovery action being instigated by the Council or to stop bankruptcy proceedings commenced by the Council or any other body.
 - The applicant must detail the reasons for the application, explaining the specific circumstances and any hardship being experienced.
 - There must be evidence of hardship or personal circumstances that justifies a reduction in Council Tax liability. There is no definition in the legislation for

'hardship' and as the scheme is aimed at covering unforeseen events it is not possible to list precise criteria. Applications will be accepted on the basis that the applicant or household would suffer exceptional financial hardship if financial assistance were not given.

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

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

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

2.5 The Application

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

Application forms and any supporting information should be completed and emailed to Ctax@north-norfolk.gov.uk or postal application forms and any supporting information returned to:

North Norfolk District
Holt Road
Cromer
Norfolk
NR27 9EN

- 2.5.2 It is the responsibility of the Council Taxpayer applying for a reduction to provide sufficient information and documentary evidence to support their applications. If the Council Taxpayer applying does not, or will not, provide the required evidence; the application will still be considered, but only on the basis of the information and evidence provided. No costs will be borne by the Council in the provision of this evidence.
- 2.5.3 Further information may be requested to support an application. Where a request for further information is made information must be provided within 4 weeks. Failure to provide information within 4 weeks may lead to the refusal of the application unless good cause can be shown.

2.6. The Decision-Making Process

- 2.6.1 Upon receipt of a signed application and all supporting documentation /information a standard decision-making process will be followed:
- Initial applications will be checked by Revenues Team Leaders within 28 days of receipt of a signed application to ensure all supporting information / evidence has been included.
 - Cases will then be forwarded to the Revenues Manager who will have delegated authority to make decisions up to a value of £4k otherwise the case will be presented at the next available panel hearing, and a decision made by the representatives attending the hearing.
 - The Revenues Manager (and the discretionary relief panel if appropriate) will consider the application, and if they consider it is appropriate to make a discretionary award under this policy, they will specify the amount to be awarded.
 - Once a decision has been approved the Council Taxpayer will be notified in writing of the decision within 28 days and revised Council Tax demand notices will be issued where applicable

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

2.7. Review of Decision

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

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

2.8 Recovery of a Discretionary reduction Award

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

2.9 Fraud

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

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

Revised 13 November 2025

Appendix C

Exceptions to council tax Premiums

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

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

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

Council Tax Premium Exceptions

Classes of Dwellings	Application	Definition
Class E	Long-term empty homes and second homes	Dwelling which is or would be someone's sole or main residence if they were not residing in job-related armed forces accommodation.
Class F	Long-term empty homes and second homes	Annexes forming part of, or being treated as part of, the main dwelling.
Class G	Long-term empty homes and second homes	Dwellings being actively marketed for sale (12 months limit) The exception will end either when the 12- month period has ended, when the dwelling has been sold or when the dwelling is no longer actively marketed for sale. The council will determine: • whether the dwelling is clearly advertised for sale. • whether the dwelling is being marketed at a fair market value. • whether there are any artificial barriers on the dwelling preventing sale; and • whether the owner is taking any other reasonable steps to market the dwelling for sale. The same owner may only make use of the exception for a particular dwelling marketed for sale once however, the exception may be used again for the same dwelling if it has been sold and has a new owner.
Class H	Long-term empty homes and second homes	Dwellings being actively marketed for let (12 months limit). The exception will end either when the 12-month period has ended, when the dwelling has been let or

		when the dwelling is no longer actively marketed for let. The council will determine: • whether the dwelling is clearly advertised for let. • whether the dwelling is being marketed at a fair market value. • whether there are any artificial barriers on the dwelling preventing letting; and • whether the owner is taking any other reasonable steps to market the dwelling for let. The same owner may make use of the exception for dwellings marketed for let multiple times, however, only after the dwellings has been let for a continuous period of at least 6 months since the exception last applied.
Class I	Long-term empty homes and second homes	Unoccupied dwellings which fell within exempt Class F and where probate has recently been granted (12 months from grant of probate/letters of administration).
Class J	Second homes only	Job-related dwellings. The exception will not apply to cases where someone chooses to have an additional property to be closer to work while having a family home elsewhere or where an individual is posted to a new location but maintain their previous address.
Class K	Second homes only	Occupied caravan pitches and boat moorings.
Class L	Second homes only	Seasonal homes where year-round, permanent occupation is prohibited, specified for use as holiday accommodation or planning condition preventing occupancy for more than 28 days continuously.
Class M	Long-term empty home only	Empty properties requiring or undergoing major repairs or structural alterations (12 months limit).

The Council has successfully defended a challenge at the Valuation Tribunal which confirmed that the Class G & H exceptions above will only apply for 12 months from when the property was first marketed, even if this date was before the existence of the legislation enabling the premium.

Discretionary Reduction

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

Overview & Scrutiny Analysis of the performance of the Council's Temporary Accommodation properties 2024/25	
Executive Summary	This report analyses the performance and value for money of the council's portfolio of homes used for Temporary and other homelessness accommodation (TA) in 2024/25. In summary the analysis shows that, compared to nightly paid accommodation, our own TA delivers significant savings as well as a considerable improvement to the lives of those accommodated. The performance of our TA has improved greatly, and in 2024/25 alone our TA saved us more than £640k compared to use of nightly paid inferior accommodation. Over the last four years (2021/22-24/25) savings have totalled £1.36m
Options considered	The council has invested significant amounts of capital into a portfolio of properties for homeless households. It is important to understand the performance of these properties to ensure they deliver value for money.
Consultation(s)	Officers in Finance, Housing Options, Property Services, Estates and Climate & Environmental Policy
Recommendations	This report is for information, it is recommended that Overview & Scrutiny review the report
Reasons for recommendations	To ensure TA offers a value for money VFM alternative to meet our legal duty to offer temporary accommodation to homeless households.
Background papers	

Wards affected	Districtwide
Cabinet member(s)	Cllr Boyle, Portfolio Holder for Housing and Peoples' Services
Contact Officer	Nicky Debbage, Housing Strategy & Delivery Manager, nicky.debbage@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Meeting our Housing Need.

Medium Term Financial Strategy (MTFS)	TA is a significant and increasing cost to the Council, as a result of its statutory duty, and meeting the costs in whatever way, will need to feature in the MTFS. The purchase of accommodation to help reduce the net costs needs to demonstrate value for money. The full and projected costs of purchasing, managing and maintaining the properties needs to be represented in the MTFS.
Council Policies & Strategies	Housing Strategy Homelessness & Rough Sleeping Strategy Net Zero Strategy

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

1. Introduction

- 1.1 The Council has a legal duty to provide Temporary Accommodation (TA) to homeless households under the Homeless Reduction Act 2017; at Relief stage (whilst investigations are carried out) and where a full duty is owed (ahead of securing more permanent accommodation) and during any review of decision. The number of homeless households seeking help from the council has increased in recent years:
- 779 approaches for homelessness in 2021/22, rising to 1,004 in 2022/23, 1,125 in 2023/24 and 1,204 in 2024/25 (and forecast to exceed 1,300 in 2025/26)
- 1.2 Together with a decrease in affordable homes becoming available this has meant an increase in the use of TA:
- 177 households were placed in TA in 2024/25. This is slightly lower than in 2023/24 when 189 households were placed, and below the peak of 291 in 2020/21 during the pandemic, but significantly above pre-pandemic level.
- 1.3 As a result of the increasing levels of homelessness and use of TA, we piloted measures to move homeless households into permanent accommodation, including using direct nominations to ensure affordable homes go to homeless households. This approach has now been formalised and included in our revised allocations scheme agreed by Cabinet in December 2024. However, given the challenging housing market (nationwide and particularly North Norfolk), we do not envisage a significant reduction in the number of homeless cases, or the requirement for TA, for the foreseeable future.

- 1.4 There is a very limited supply of self-contained TA within North Norfolk or even the whole of Norfolk, and all local councils are effectively competing for the same supply. NNDC having a supply of our own TA helps with this challenge and means we have been able to limit the number and stay of families in nightly paid B&B type TA.
- 1.5 In addition to the major human cost to homelessness and the need to resort to TA, there is also a financial cost to the Council. The Council is only able to recover (from government Housing Benefit subsidy) a small proportion of the costs of nightly paid accommodation. The Council can reclaim £98.08 per week in subsidy, whereas the actual costs of nightly paid accommodation currently vary between £329 (singles room, cheapest option) and £762 (family apartment with degree of self-contained) per week; meaning NNDC pick up the shortfall of £231-664 per household per week. The outturn net cost (i.e. after we receive Housing Benefit subsidy) of nightly paid TA to NNDC was £77k in 2018/19 but had risen to £860,894 in 2023/24 – last year 2024/25 saw a fall in net costs down to £776,416.
- 1.6 These issues have been the driver for NNDC investing in our own portfolio of TA and other homeless accommodation – which currently stands at 29 properties with three more currently being purchased. This will bring the portfolio to 32 properties. On average our own TA portfolio represents over a third of the TA we are using to accommodate homeless households.
- 1.7 The current portfolio consists of largely ‘mainstream’ TA properties, to be used to accommodate homeless households under our Homeless Reduction Act 2017 duties. Additionally, partly funded by government Next Steps and Rough Sleepers Accommodation Programme grants, we have purchased/converted five x 1-bed flats to be used to temporarily house ex-rough sleepers. More recently the council has used Local Authority Housing Fund grant to help purchase six properties to be prioritised for homeless Afghan refugee households (but which are currently being used as general needs TA). Table 3 in the Appendices provides details of the current properties (25 in use in 2024/25, plus the four further properties bought in 2024/25 and the three in the process of being purchased – bringing the totals up to 32), but in summary our portfolio consists of:
- 18 (plus 3 to be purchased) mainstream TA
 - 6 TA homes prioritised for Afghan refugee households
 - 5 move-on units for ex-rough sleepers
- In the remainder of this report the analysis of our portfolio of properties includes all the above range of homelessness accommodation under the term “TA”. However, the analysis concentrates on the 25 units that were in use in 2024/25.
- 1.8 Initial analysis of the performance of our TA was undertaken 2021 when the portfolio was 12 TA units. At that point, the main barrier to full analysis of VFM was that very few of the TA units had been in use for any amount of time – only six had been in use for over one year. However, the analysis of TA VFM in 2021 was able to conclude that the homes delivered savings compared to more expensive and inferior private sector. The report also identified actions to enable more accurate monitoring of costs & income to allow informed business decisions about the future of the portfolio of properties.
- 1.9 In 2024 more in-depth analysis was undertaken of the then 23 units of TA, which again confirmed it offered significantly better VFM than nightly paid TA. In 2024 the East of England Local Government Association were engaged to

undertake an independent analysis of the performance and value for money of our TA. The report concluded that, particularly when compared to nightly paid alternatives, “The Councils owned accommodation is currently providing excellent value for money”.

- 1.10 Some improvements to the management of our TA were identified in EELGA’s report. As a result, a TA Steering Group was established, with officers from Finance, Estates, Property Services, Housing Options and Strategic Housing. This has helped to improve understanding, working relationships and processes for the management of our TA.

2. 2024/25 Analysis

- 2.1 Table 1 provides a high-level summary of the costs and income of our in-house TA. The tables also show what the cost of accommodating households in nightly paid accommodation would have been if we did not have our own TA. In summary the tables show:

- Over the 4-years 2021/22 – 24/25 the direct costs of our TA totalled £375k, against a rental income of £494k, meaning **a surplus of £119k**.
- Surpluses have risen each year, reaching £128k in 2024/25.

- 2.2 Our TA properties were occupied for a total of 3,151 weeks over the 4–years. An average comparable cost for nightly paid accommodation for those weeks would have been £1.581m gross, and £1.243m net of subsidy (at £98.08 per household per week). Therefore:

- Our TA produced a positive income of £119k over 4 years, compared to the cost of alternative nightly paid accommodation of £1.243m – therefore our TA **saved us £1.362m**.

- 2.3 It should also be noted that the position has improved markedly in 2024/25 compared to previous years. Our TA produced a positive income of £127,877 in 2024/25, compared to equivalent nightly paid accommodation cost of £513,970 – therefore our TA saved us £641,847 in 2024/25 alone.

Please note the costs of TA are direct costs (as set out in Table including repairs, services, cleaning, etc.). As with all council services, a share of the council’s overheads (staff salaries, building costs, supplies, etc.) can also be attributed to TA. However, we have not included these in the analysis for two reasons.

- Firstly, the overheads recharged to TA would exist whether we accommodated homeless households in our own TA or in B&B alternatives. For example, Housing Options staff are funded from external government grant, and these staff (and their costs) would remain if we had no in-house TA (as the homeless households would still require support, possibly more if they were in unsuitable / inferior accommodation).
- The second reason for not including any share of the Council’s overheads in analysis is that these costs are not attributed to nightly paid TA – so excluding them from our TA costs means we are comparing like for like in costs.

3. Portfolio of homes – capital costs & values

- 3.1 Table 3 in the appendices provides details of our existing TA units (the 25 in use in 2024/25 and the those purchased/being purchased since, which will bring the portfolio up to 32). The table shows the purchase costs and other capital spend on the properties, additional grant/earmarked funding that was used to help purchase properties, and their current value. The council undertakes a re-valuation exercise of a sample of properties on a regular basis and most of the TA units have been re-valued in the last two years. For very recent purchases, where no re-valuation has taken place, the purchase price has been used as the current value.
- 3.2 The capital costs of purchase/major repair of our TA properties held in 2024/25 totals over £4.9m. However, over £2.5m of this spend was funded from government grants, either specific grants for purchase of the homes (NSAP/RSAP and LAHF) or repurposing of other funds (Community Housing Fund, Disabled Facilities Grant, Homeless Prevention Grant). This means the Council has used £2.4m of non-earmarked / mainstream funding to purchase 25 homes (an average of £96k per property). The estimated value of these 25 properties is now over £5.4m.
- 3.3 *It should be noted that some of those properties purchased using government grant have conditions in the funding meaning we must retain the units (or equivalent homes) for at least 30-years or risk repaying grant.*

4. Details of homes

- 4.1 All TA properties we own are self-contained properties in locations close to local facilities and transport links. The majority of homes are in the main towns, with the most in North Walsham (11 properties), the most central town in the district with the best public transport links. However, there is a good geographical spread of properties, affording a better opportunity to accommodate homeless households as close to their connections as possible.
- 4.2 The 25 homes include a range of property sizes and types to enable us to accommodate different sizes of homeless households and accommodate different access needs. However, most homes have 2 or more bedrooms to try to minimise the stay of families with children in unsuitable B&B style TA. There are:
- 6 x 1-bed flats/houses
 - 8 x 2-beds, including 3 bungalows
 - 8 x 3-beds, including 1 bungalow
 - 3 x 4-bed houses
 - *The 6 x properties recently purchased, or to be purchased, add a range of sizes and locations, with 1,2, 3 and 4-bed homes*
- 4.3 An independent RICS industry standard home buyers survey and valuation are carried out ahead of all property purchases, which include a valuation, basic condition information, and checks that an Energy Performance Certificate is available for the property. We now only purchase homes with a minimum EPC of C (and modern facilities / in good condition). Additionally, the Property Services team carries out an inspection ahead of any formal buyers survey, to give a fuller understanding of condition and the energy efficiency of the home to identify whether the proposed purchase is sound and, if so, what pre-let works will be required. If any major concerns are identified the purchase would

not go ahead unless a suitable price can be renegotiated. This has not only meant we have purchased better condition homes more recently, but it has also meant they have been able to be brought into use more quickly, minimising void times.

- 4.4 Table 3 indicated the priority use of the properties. This includes five homes (plus a further home purchased in 2025/26) part funded from government Local Authority Housing Fund grant which are to be prioritised for temporarily accommodating households who are part of the Afghan resettlement programme. However, it should be noted, no properties have been used for these households thus far.

5. Actions undertaken / underway to improve VFM

- 5.1 Previous analysis of the performance of TA, and the 2024 review by EELGA, identified improvements we could make to the management and maintenance of our TA. As can be seen from the marked increase in both positive income and savings from our TA in 2024/25, these improvements have begun to have a big impact on performance. A summary of the improvements made / underway are set out below:
- **Establishment of TA steering group** – brings together officers from across the Council to review performance and address issues and has led to much closer working and understanding.
 - **Better homes** – we have been able to buy much better homes, newer with higher EPCs and which require fewer works prior to first let.
 - **Rent and service charges** – charging higher, more realistic, rents pegged to current Local Housing Allowance. Minimising the service charges which NNDC is responsible for, instead moving responsibility to the residents.
 - **Staffing** – clearer responsibility for TA, with a TA lead officer in Housing Options, leading on the property aspects of our TA who works closely with the Compliance Officer in Property Services ensuring all homes are kept in good condition and compliant with current standards.
 - **Policy and processes** - we have a library of policy and processes for TA and have been able to make improvements to many of these.
 - **Pre-purchase & Annual inspection** – closer working between Property Services and Housing Options to carry out an inspection ahead of any formal Buyers survey, to give a fuller understanding of condition. Plus an annual survey of each TA home carried out by Property Services (with Housing Options where possible). This has meant we have been able to deal with new requirements such as monitoring damp and mould issues.
 - **Repairs standards** – joint inspections at relet and agreeing works with Housing Options has delivered better VFM and quicker turnaround of empty homes. There is also an improved understanding of standards to be achieved in TA and the level of repairs required.
 - **Void times**– regular monitoring of void times now takes place, and the TA steering group gives an opportunity to identify any issues and resolve these to speed up letting homes.
 - **Awaab's Law** – processes are currently being developed to make sure we investigate and fix hazardous issues, especially damp and mould, within strict set timeframes. Awaab's Law was introduced to prevent tragedies

like the one that inspired it, the death of Awaab Ishak, by ensuring landlords take damp and mould seriously and take responsibility for fixing the problem.

6. Corporate Plan Objectives

- 6.1 Council's Corporate Plan Priorities - Meeting Our Housing Need – specifically "Increasing our Portfolio of Temporary Accommodation to support Residents in crisis" and A Strong, Responsible & Accountable Council

7. Medium Term Financial Strategy

- 7.1 Effective TA will help the council tackle housing need and reduce the cost of temporary accommodation for homeless households the Council has a duty to accommodate.

8. Financial and resource implications

- 8.1 As set out in main report

9. Legal implications

- 9.1 The council has a legal duty to provide temporary accommodation to homeless households. Homes provided by the council must meet minimum legal standards, particularly relating to health and safety.

10. Communications issues

- 10.1 None specific to this report

11. Risks

- 11.1 The risks of purchasing TA homes have been identified in all Cabinet reports recommending purchase. In summary this are:
- The property is a poor investment – mitigated by purchases being subject to an independent valuation
 - The property has unforeseen major investment needs – mitigated by purchases being subject to an independent survey
 - The property is not required for TA in the future – mitigated by future sale of the asset
 - Loss of capital value – mitigated by ensuring homes are independently value, maintained to good standards and therefore are likely to retain or grow in capital value

12. Net Zero Target

- 12.1 Acquiring TA homes (which are not net-zero) adds to the Council's carbon footprint by increasing its estate. Nightly paid accommodation (B&B) is not included in our carbon emissions data. Improving the quality and energy efficiency of our purchased homes will help reduce CO2 emissions of the

council and may improve 'community/district' emissions as it improved general housing stock.

13. Equality, Diversity & Inclusion

13.1 None specific to this report

14. Community Safety Issues

14.1 None specific to this report

15. Conclusions and Recommendation

Provision of good quality homes to be used as TA for homeless households has a significant positive impact on the welfare of households, providing them with a decent secure home for a period of time, and allowing time to resettle and rebuild their lives.

The purchase of TA homes has been a significant expenditure for the Council; we have invested £4.8m to the end of 2024/25. However, a significant amount of this investment has been from government grants meaning the net capital spend on TA purchase has been £2.4m of non-earmarked / mainstream funding to purchase 25 homes. The estimated value of the 25 properties is now over £5.4m.

Simplistically, our TA produced a positive income of over £118k over the 4-years (with a positive rental income in the last 3-years).

Our 25 TA properties were occupied for a total of 3,151 weeks over the 4-years and an average comparable cost for nightly paid accommodation would have been £1.24m (net of subsidy at £98.08 per week).

Therefore, between 2021/22 – 2024/25 our own TA with a positive income of £118k, compared to equivalent nightly paid accommodation that would have cost £1.24m, saved us £1.36m.

The value for money of our TA has improved in 2024/25 as we have made increases to the rent levels we are able to charge, made improvements to processes for managing and maintaining homes and been able to buy better quality homes more recently.

Table 1 Summary analysis - TA cost/income and cost of alternatives

	In house TA direct expenditure	In house TA Income	In house TA Net cost	Total usage (weeks)	Gross Cost of alternative*1	Net (of subsidy*2) Cost of alternative	Saving
2021/22	£119,681	-£65,561	£54,120	454	£194,005	£149,476	£95,357
2022/23	£104,940	-£106,257	-£1,317	742	£346,460	£245,558	£246,875
2023/24	£80,092	-£123,576	-£43,484	827	£415,595	£334,483	£377,967
2024/25	£70,850	-£198,728	-£127,877	1,128	£624,604	£513,970	£641,847
Total	£375,563	-£494,122	-£118,559	3,151	£1,580,664	£1,243,487	£1,362,046

*1 calculated using the relevant weighted (for singles & families) average of nightly paid costs

*2 subsidy for nightly paid = £98.08 per week

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TABLE 2- Summary analysis of TA direct costs

Spend Type	Outturn 2021/22 £	Outturn 2022/23 £	Outturn 2023/24 £	Outturn 2024/25 £
Property repairs & maintenance	100,246	78,628	49,816	47,139
Utility, Council Tax & service	18,312	24,271	24,712	15,589
Cleaning, equipment, etc	744	419	473	1,385
Insurance	379	1,621	4,974	6,738
Bad debts	0	0	116	0
Total	119,681	104,940	80,092	70,850
Rental (HB) Income	-65,561	-106,257	-123,576	-198,728
Net cost	54,120	-1,317	-43,484	-127,877

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TABLE 3 - Details of current portfolio of TA properties

Location	Priority Use	Property Type	Purchase date	Initial purchase/ refurb. costs	Further capital spend	Date(s)	Additional grant/ funding	Net capital cost	Current recorded value	Source of additional funding
Holt	TA	2 bed bungalow	31-Mar-17	£169,950	£22,501	2017/18		£192,451	£219,750	
Sculthorpe	TA	3 bed house	27-Jun-18	£140,000				£140,000	£220,000	
Sculthorpe	TA	2 bed house	27-Jun-18	£130,000	£27,182	2021 - 23		£157,182	£180,000	
North Walsham	TA	2 bed bungalow	23-Mar-20	£170,900				£170,900	£220,000	
Hempton	TA	1 bed house	27-Apr-20	£115,000				£115,000	£165,000	
North Walsham	TA	2 bed flat	04-Jun-20	£112,002				£112,002	£140,000	
North Walsham	TA	2 bed house	04-Aug-20	£165,000				£165,000	£180,000	
North Walsham	Rough Sleeper	1 bed flat	31-Mar-21	£104,245			£35,000	£69,245	£125,000	NSAP
North Walsham	Rough Sleeper	1 bed flat	31-Mar-21	£133,099			£35,000	£98,099	£155,000	NSAP
Fakenham	Rough Sleeper	1 bed flat	13-Apr-21	£120,329			£35,000	£85,329	£135,000	NSAP
Ludham	TA	2 bed bungalow	07-Jun-21	£166,423			£166,423	£0	£230,000	DFG underspend
Melton Constable	Rough Sleeper	1 bed flat	30-Jun-21	£90,880			£79,752	£11,128	£115,000	NSAP & DFG
Holt	TA	4 bed house	10-Nov-21	£384,694			£384,694	£0	£450,000	CHF & Homelessness reserves
Hoveton	TA	3 bed house	17-Dec-21	£261,512			£261,512	£0	£275,000	CHF & Homelessness reserves
North Walsham	TA	3 bed bungalow	21-Dec-21	£282,610	£69,505	2022-24	£282,610	£67,822	£280,000	DFG underspend
Sheringham	Rough Sleeper	1 bed flat	01-Apr-22	£81,758	£4,244	2022/23	£35,000	£50,643	£115,000	RSAP
Sheringham	TA	2 bed house	23-Sep-22	£251,437				£251,437	£260,000	
Mundesley	TA	2 bed flat	30-Jun-23	£109,453				£109,453	£120,000	
Cromer	Afghan refugee	4 bed house	06-Jul-23	£336,728			£205,210	£131,518	£320,000	LAHF
North Walsham	Afghan refugee	3 bed house	08-Dec-23	£246,116			£182,070	£64,046	£250,000	HPG plus LAHF
North Walsham	TA	4 bed house	13-Dec-23	£286,374			£182,070	£104,304	£285,000	HPG plus LAHF
North Walsham	Afghan refugee	3 bed house	22-Mar-24	£237,869			£182,070	£55,760	£240,000	HPG plus LAHF
Stalham	Afghan refugee	3 bed house	27-Mar-24	£238,504			£182,070	£56,434	£245,000	HPG plus LAHF
North Walsham	TA	3 bed house	08-Aug-24	£239,254			£140,000	£99,254	£240,000	LAHF
North Walsham	Afghan refugee	3 bed house	07-Oct-24	£248,380			£140,000	£108,380	£250,000	LAHF
	25 Homes			£4,822,518	£123,432		£2,528,481	£2,415,389	£5,414,750	

New Purchases 2025/26

Cromer	Afghan refugee	2 bed house	10/04/2025	£215,708			£84,000	£131,708		LAHF
Holt	TA	2 bed house	11/04/2025	£225,678			£84,000	£141,678		LAHF
Fakenham	TA	4 bed house	04/07/2025	£240,000			£84,000	£156,000		LAHF
North Walsham	TA	1 bed house	22/08/2025	£157,500			£84,000	£73,500		LAHF
Sheringham	TA	4 bed house	Jan-26	£300,000			£84,000	£216,000		LAHF
Fakenham	TA	2 bed bungalow	Dec-25	£200,000			£84,000	£116,000		LAHF
Sheringham	TA	1 bed flat	Dec-25	£150,000			£84,000	£66,000		LAHF

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Health Overview Select Committee Minutes Meeting 10:00 am, Thursday 6 November 2025 Council Chamber, County Hall, Martineau Lane Norwich NR1 2DH

Histopathology Delays

The Committee received a report, outlining the delays at the Histopathology Department at Norfolk and Norwich University Hospitals (NNUH) and the actions being taken to reduce and mitigate the delays identified.

Dr Stuart Williams introduced the report, explaining the main challenges and mitigation measures outlined in the report, and it was confirmed that progress was being tracked against a recovery trajectory, with early improvements already evident.

A Committee Member noted the pressure on staff and asked what wellbeing measures were in place. Officers explained that the team had successfully cleared the laboratory backlog earlier in the year, which had boosted morale. A variety of resources were highlighted, including one-to-one meetings, access to a 24-hour counselling helpline, and monthly visits from well-being practitioners.

A Committee Member requested more detail on turnaround times of reports, specifically the shortest and longest wait times. Officers AGREED to provide a written breakdown of turnaround times for histopathology reports.

The Committee heard that outsourcing was necessary at present and would be evaluated after experience. It was viewed as a temporary measure to manage peaks in demand rather than a long-term strategy, with the preference being to build internal capacity through robust workforce planning and improved modelling.

The Chair queried how it could be concluded that no significant harm had occurred given the delays, noting the difficulty of capturing the full picture. Officers explained that harm was assessed through incident reporting, patient safety investigations, and learning reviews. While no patient safety incidents had been identified through formal processes, it was noted that outcomes could be complex. Patient surveys and staff feedback were used, but these provided only a partial insight.

Having reviewed and commented on the report, the Health Overview Select Committee NOTED the report and REQUESTED a breakdown of turnaround times for histopathology reports exceeding the benchmark, including shortest and longest wait times, to reflect the impact on patients.

Speech and Language Therapy

The Committee received a report which provided an update on Speech and Language Therapy (SaLT) services for both children, young persons and adult services.

Rebecca Hulme and Karin Bryant introduced the report, highlighting the following key elements to the Select Committee. Most issues at QEHKL had now been resolved, and services reinstated. Work was underway with the charity STAMMA to update service specifications and explore alternative provision. East Coast Community Healthcare C.I.C (ECCH) have had successful recruitment to their SaLT, enabling in-house delivery and a move towards a more sustainable service model. A system-wide review of adult SaLT services, previously delayed, was now scheduled for completion by the end of the calendar year. For children and young people, demand for services had continued to rise, but performance had remained stable with reduced waiting times.

A Committee Member asked how many speech and language therapists are employed across adult and children's services and whether current staffing levels were sufficient. Officers confirmed that exact numbers were not available at the meeting but AGREED to provide them after the meeting. A Committee Member acknowledged the efforts of parents, teaching assistants, and volunteers delivering SaLT in schools and suggested exploring community-based early years approaches. Officers explained that not all children with communication needs required a therapist, some benefited from reinforcement techniques. The nationally recognised balanced model supported this approach by enabling therapists to train parents and professionals to embed these skills.

It was noted that current data only reflected those waiting for assessment and AGREED that further data could be provided on how many children were actively receiving support from a speech and language therapist.

The Chair expressed concern that there was no commissioned pathway for prisoners requiring SaLT. Officers explained that while there was access to services if needed, conversations were ongoing between providers regarding inreach and outreach. Officers AGREED to take this away and provide further details on prisoner access to SaLT.

Having reviewed and commented on the report, the Health Overview Select Committee made the following recommendations:

To ESTABLISH a task and finish group to gather feedback from service users, families, and professionals on speech and language therapy provision, focusing on user experience, barriers, and opportunities for improvement, and for the ICB to report back to the Committee alongside a service update.

To WRITE to central government addressing the need for a joint policy across health, education, and social care to improve coordination for SaLT, and to request investigation into the rising number of referrals for speech and language support in children, with action to address the underlying causes.

To REQUEST the following information:

- Data on how many speech and language therapists were employed across adult and children's services
- Data on how many children were actively receiving support from a speech and language therapist.
- A breakdown of waiting times by condition.
- Further details on prisoner access to SaLT.

Cabinet Work Programme – January to March 2026					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
January 2026					
Cabinet	19 Jan 2026	Draft Homelessness and Rough Sleeping Strategy	Cllr W Fredericks <i>Karen Hill AD for People Services</i>	<i>Meeting Local Housing need</i>	
Scrutiny	11 Feb 2026				
Council	18 Feb 2026				
Cabinet	19 Jan 2026	Property Transactions	Lucy Shires <i>Renata Garfoot Estates & Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 May contain exempt information
February 2026					
Cabinet	02 Feb 2026	Capital Strategy 2026/2027	Cllr L Shires <i>Dan King Assistant Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
Scrutiny	11 Feb 2026				
Council	18 Feb 2026				
Cabinet	02 Feb 2026	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	17 Feb 2026				
Council	18 Feb 2026				
Cabinet	02 Feb 2026	Draft Revenue Budget 2026-2027	Cllr L Shires <i>Don McCallum Director for Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
Scrutiny	11 Feb 2026				
Council	18 Feb 2026				



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 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	02 Feb 2026	Medium Term Financial Strategy 2026 onwards	Cllr L Shires Don McCallum Director for Resources	A Strong, responsible and Accountable Council	May go to O&S first for early sight – in Dec
Scrutiny	11 Feb 2026				
Council	18 Feb 2026				
Cabinet	02 Feb 2025	Budget Monitoring P10	Cllr L Shires Don McCallum Director for Resources		
Scrutiny	11 Feb 2026				
Cabinet	02 Feb 2026	Sheringham Enabling Land	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information 
Cabinet	02 Feb 2026	Marrams, Cromer	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information 
Cabinet	02 Feb 2026	Property Disposal Programme	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information



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March 2026					
Cabinet	09 Mar 2026	Reporting Progress	Tim Adams	A Strong, responsible	
Scrutiny	18 Mar 2026	Corporate Plan 2023 – 2027 End Q3 – delivery against Action Plan	Steve Hems Director for Service Delivery	and Accountable Council	
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 David Glason AD for Planning & Enforcement	A Strong, responsible and Accountable Council	May contain exempt information
Cabinet		Coastwise – Proposed approach to support residential properties at risk of coastal erosion in the short to medium term.	Cllr H Blathwayt Rob Goodliffe Coastal Transition Manager	Meeting our Housing Need	
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



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The Recommendations & Actions Tracker allows Overview & Scrutiny Committee to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each meeting. Once a recommendation or action has been completed, it will be removed from the tracker at the next meeting. The latest recommendations and actions are listed first.

Meeting Date Topic	Recommendation / Action (Cabinet member / Lead officer)	Decision Maker	Response/Progress Deadline	Status
12 November 2025				
Pretty Corner Woods	Recommendation: For the Countryside Team to proactively communicate with the public, in a timely fashion, regarding the way in which NNDC sites are managed, why they are managed in certain ways and what plans are in place when upcoming works on those sites are likely to cause disruption or a significant change going forward.	Cabinet	2 nd December	On Track
15 October 2025				
Homelessness – Review of Data	Actions: - An executive summary to be provided in future reports with clear bullet points to key findings. - Reports should contain a manageable amount of data (Assistant Director – People Services)	O&S	- Officers agreed to make the changes requested before presenting the Draft Homelessness Strategy to Cabinet - Strategy Document coming to O&S in early 2026, following Cabinet	In progress
Mobile Phone Connectivity	Recommendation: To convene a dedicated scrutiny session on mobile connectivity and formally invite the four main Mobile Network Operators (MNOs) to attend, with the aim of better understanding their investment plans and working towards some agreed objectives that would improve and expedite digital connectivity within the district. (Cllr J Toye / Economic Growth Manager)	O&S	Democratic Services & Governance Scrutiny Officer to contact MNOs and invite them to attend a meeting on 28 th January 2026	In progress

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Meeting Date Topic	Recommendation / Action (Cabinet member / Lead officer)	Decision Maker	Response/Progress Deadline	Status
O&S Annual Report 2023 - 2025	Recommendation to Full Council: To receive the report, affirm the work of the Overview & Scrutiny Committee, and consider the following concerns raised within the key issues section of the report: • An average of more than 1.5 apologies given every meeting with limited substitutes being sought needs to be considered and addressed by Members. • To assess training needs so that the Scrutiny Officer can best support the Members of the Committee in fulfilling their roles. Any training Members need to help them feel more confident in their roles should be encouraged. • Monitor the work programme and avoid slippage in key areas such as the Police and Crime Plan to ensure that there is no lengthy gap (DS&GO Scrutiny)	Full Council	The recommendations will go to Full Council on 19th November. Full Council accepted the Committee recommendations but the Scrutiny Officer is to provide a breakdown of the 106 recommendations made for the period between 2023-25 to clearly show what was accepted in full part or not at all, at the request of the O&S Chair.	Completed
17 September 2025				
NHOSC Update Report	To write, as a committee, to the Secretary of State for Health to express the detrimental effect the closure of Healthwatch would be to Norfolk and to ask them to reconsider their decision. To liaise with NHOSC in doing so. (Cllr J Boyle / Democratic Services & Governance Manager)	O&S	Letter sent via email on 26th September. Response awaited.	In progress

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Meeting Date Topic	Recommendation / Action (Cabinet member / Lead officer)	Decision Maker	Response/Progress Deadline	Status
09 April 2025				
Rural England Prosperity Fund Update	Recommendation: That a copy of the report received from Central Government is shared with the committee (Economic Growth Manager)	O&S	The report has not been received (as of 4 th November 2025)	In progress

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

January 2026				
Mobile Connectivity Review Session with Providers	To better understand how Telecom providers intend to meet the challenges that poor mobile signal has on local communities, particularly centred around defibrillator codes and access to emergency calls.	scrutiny	Cllr J Toyce	O&S
February 2026				
Capital Strategy 2026/2027	To review the Capital Strategy for 2026-2027 and make any recommendations to Full Council	Scrutiny	Cllr L Shires	FC
Draft Revenue Budget 2026-2027	To review the draft Budget proposals for 2026-2027 and make any recommendations to Full Council	Scrutiny	Cllr L Shires	FC
Medium Term Financial Strategy 2026 onwards	Pre-scrutiny of an early draft of the MTFS – making recs to Cabinet	Annual Pre-scrutiny	Cllr L Shires	Full Council
Budget Savings Early pre-scrutiny of Budget proposals 2026-2027	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
Non-Domestic Business rates Policy 2026/2027	To review the Policy and make recs to Full Council	Annual overview	Cllr L Shires	Full Council
Homelessness & Rough Sleeping Strategy	Scrutiny of the Homelessness & Rough Sleeping Strategy – making recs to Full Council. <i>This item is going to Cabinet in January and O&S in February</i>	Scrutiny	Cllr J Boyle	FC
March 2026				
Budget Monitoring P10	To review the BM report and make any recs to Cabinet	Cyclical	Cllr L Shires	

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

		overview		Cabinet
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q3	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny	Cllr T Adams	Cabinet
NHOSC Report	Update from recent NHOSC meeting	Quarterly	Cllr J Boyle	Scrutiny

	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
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 Apr/May</i>	scrutiny	Cllr L Withington	Cabinet/ Lead Officer
Substance Abuse	Scoping required. To consider the piece of work by Cllr Shires and if the Committee could add any value to it.	overview	Cllr L Shires	O&S

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Asset Management Plan <i>(Slipped, spring at earliest, impacted by LGR) 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
Housing Benefit Debt Recovery Report <i>July 2026 – if needed.</i>	To make recommendations to Full Council	scrutiny	Cllr W Fredericks	Scrutiny 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	
Public Transport and speed limits	Invite the portfolio holder for transport and Highways to discuss speed limits and public transport in North Norfolk	(scrutiny)	N/A	O&S
Ambulance Response Times	To follow-up and review ambulance response times and to also consider the closure of community facilities.	(scrutiny)	N/A	O&S
Dentists	To review access to local NHS dentist services for local people	(scrutiny)	N/A	O&S

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

April 2026

Rural England Prosperity Fund	PH for Sustainable Growth reports back with an update position on a selection of businesses across a variety of sectors in 12 months' time, including an on the benefits achieved from the funding.	overview	Cllr J Toye	O&S
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September 2026

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. <i>Possibly with the additional focus of looking at the transition, and transfer of duties, to the new Mayoral office.</i>	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 2026

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

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 2027/2028	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
November 2026				
Budget Monitoring P6	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet
Fees & Charges 2026/2027	To review the Fees & Charges and make recs to Full Council	Annual scrutiny	Cllr L Shires	Full Council
Car Park Fees & Charges	To Consider and make recommendations to Cabinet	Annual scrutiny	Cllr L Shires	Cabinet

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