

Overview & Scrutiny Committee



NORTH
NORFOLK
DISTRICT
COUNCIL

Please contact: Democratic Services

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

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Tuesday, 20 January 2026

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 28 January 2026 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 K Leith, Cllr S Penfold, Cllr P Bailey, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr M Gray, Cllr P Heinrich, Cllr V Holliday, Cllr K Bayes, Cllr C Rouse and Cllr N Housden

All other Members of the Council for information.

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



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

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

Chief Executive: Steve Blatch

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE	
2. SUBSTITUTES	
3. DECLARATIONS OF INTEREST	1 - 6
<p>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.</p>	
4. MOBILE CONNECTIVITY REVIEW SESSION WITH MNO REPRESENTATIVE	
<p>To better understand how Mobile Network Operators intend to meet the challenges that poor mobile signal has on local communities, particularly centred around defibrillator codes and access to emergency calls.</p>	
5. PUBLIC QUESTIONS & STATEMENTS	
<p>To receive questions / statements from the public, if any.</p>	
6. MINUTES	7 - 18
<p>To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on the 10th of December 2025.</p>	
7. ITEMS OF URGENT BUSINESS	
<p>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.</p>	
8. PETITIONS FROM MEMBERS OF THE PUBLIC	
<p>To consider any petitions received from members of the public.</p>	
9. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER	
<p>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.</p>	
10. RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS	
<p>To consider any responses of the Council or the Cabinet to the Committee's reports or recommendations:</p>	
11. DRAFT REVENUE BUDGET FOR 2026-2027:	19 - 64

To consider draft budget proposals for 2026-2027, as Pre-Scrutiny, and give feedback to Cabinet, if needed, ahead of the Budget setting process.

WORK PROGRAMMES

12. THE CABINET WORK PROGRAMME 65 - 68

To note the upcoming Cabinet Work Programme.

13. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 69 - 76

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.

14. 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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Agenda Item 3

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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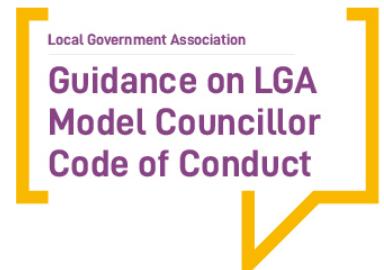
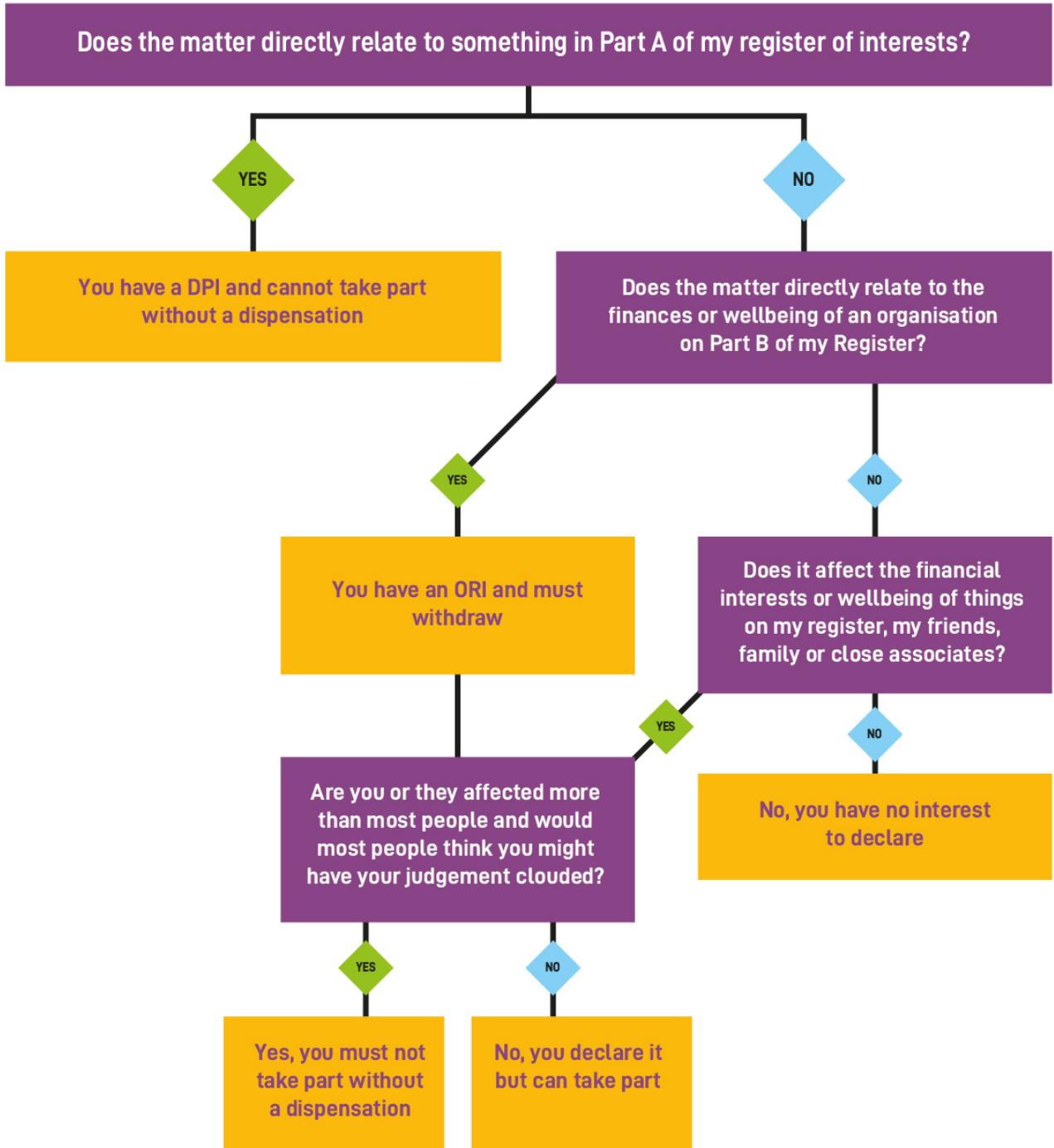
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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

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



Agenda Item 6

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 10 December 2025 in the Council Chamber - Council Offices at 9.30 am

Committee	Cllr P Bailey	Cllr C Rouse
Members Present:	Cllr V Holliday (Chair)	Cllr C Cushing
	Cllr A Fletcher	Cllr M Gray (Vice-Chair)
	Cllr M Hankins	Cllr K Leith
Members also attending:	Cllr L Shires (PH for Finance, Estates and Property Services)	
Officers in Attendance:	Director for Service Delivery (DSD) Director for Resources (DFR), Democratic Services Governance Officer (DSGO), Housing Strategy and Delivery Manager (HSDM)	

APOLOGIES FOR ABSENCE

Apologies were received from Cllrs K Bayes and S Penfold.

91 SUBSTITUTES

None

92 PUBLIC QUESTIONS & STATEMENTS

None received.

93 MINUTES

The minutes of the meeting of the Committee held on 12th November were approved as a correct record barring the following minor amendments.

Pg.2 1st paragraph to remove 'and' or 'but' after year end
Pg 2. Licencing spelled incorrectly in American English
Pg.7. Add additional 'T' to end of Cllr Fitch-Tillett
Pg.7. Small gains rather than small gain
Pg.8.2nd paragraph it should be decarbonise rather than decarbon

94 ITEMS OF URGENT BUSINESS

None received.

95 DECLARATIONS OF INTEREST

None

96 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

97 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A

MEMBER

None received.

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

RESOLVED to recommend to Full Council:

The Committee discussed nominating a candidate to be the new representative on the Norfolk Health Overview Select Committee (NHOSC). Cllr Cushing nominated Cllr Holliday. Cllr Bailey nominated Cllr Gray.

Cllr Cushing suggested it would be a good idea to hear from each nominee as to why they felt they would be best suited to the role. Cllr Gray believed there was no precedent for this, so the Chair sought advice from the DSGO. The DSGO advised it was prudent to hear from each nominee to give the Committee a balanced understanding of who they wished to vote for as the Committee's representative.

Cllr Gray wished to withdraw his nomination at this point. The Chair asked for clarification if that was his wish. Cllr Gray confirmed it was.

Action

- The Committee voted to nominate Cllr Holliday as the new O&S representative on the Norfolk Health Overview Select Committee with 5 votes for and 2 abstentions.

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

None received.

ANGLIAN WATER UPDATE

The Chair introduced Grant Tuffs (Regional Engagement Manager), Joe Thompson (Regional Operations Manager for Norfolk) and Hannah Wilson (Planning Manager) from Anglian Water (AW), who gave an update on their plans and progress since their previous visit in June 2025 (see Appendix to these minutes.).

AW highlighted that all seven bathing waters in North Norfolk were now rated as excellent. The Environment Agency (EA) rated the area as having some of the cleanest waters in the UK. The AW 5-year business plan had outlined a £11 billion investment in the region, including £1 billion to tackle storm overflows, specifically targeting those storm overflows that spill the most and have the greatest environmental impact. AW were also looking to reduce phosphorus, nitrogen and ammonia going through the water system, which has an environmental impact.

The Chair invited questions from the Committee.

Cllr Fletcher asked about the conservation of rivers, and protection of watercourses, with the increased pressures of providing new houses in the area. AW admitted that their business plan did not take into consideration the Government's aspirations for growth, and accelerated delivery of growth, so they had changed how they were responding to planning applications and were objecting when their water recycling centres (WRC) were at capacity, or in some cases over capacity. This was due to

protecting the environment at the receiving watercourse. They were recommending a pre-occupation condition for schemes within their business plan where a local authority applied a condition which would ensure the developer did not connect to the network, increasing the waterflows at that recycling centre, until AW had delivered that growth scheme. AW permits at WRC were unique to each centre and set by the EA with the intention of protecting the environment. AW were also using the planning system to highlight any constraints within the network, looking at overflows, pollution, the potential for increased spills and flood risk. They were working collaboratively with Government, DEFRA and OFWAT to understand how they could meet the demands of growth, whilst protecting their customers and the environment.

It was noted by Cllr Hankins that it was a good thing that AW had recognised there had been a significant increase in planning and asked if they had seen the Council's new Local Plan. AW confirmed they had seen it and had asked for specific provisions in the policies to ensure developers engaged with them early so they could confirm if there was capacity to ensure the environment was protected.

Cllr Rouse joined the meeting.

In response to Cllr Hankins' question querying if the increased number of houses provided a challenge in meeting that demand for supply, AW confirmed it did pose a challenge, although proposed development in North Walsham was less impacted from an environmental capacity as it did not discharge into a watercourse but into the North Sea, meaning less pressure on the WRC. AW explained they had a duty to supply domestic properties and for businesses, their toilets, kitchen and showers, so were looking at long term water resource and to protect that supply. In certain cases, that would include restricting non-household and industrial water demand, working with those industrial sites to lower water usage and encourage re-using water; as well as working with developers to deliver schemes that reduced water consumption.

A similar question was raised by Cllr Cushing in respect of the future developments planned in north Fakenham which would see an approximate 20% increase in the town. Unlike North Walsham they only had 1 water tower, so he asked for reassurance that some consideration had been made towards water capacity for the town.

AW were happy to take away the queries from Cllrs Hankins and Cushing in relation to the new homes planned for North Walsham and Fakenham and how they intended to meet that demand, but AW reiterated they were obliged to find ways to deliver for those domestic customers.

Cllr Leith also wished to know why North Walsham East residents were reporting that water pressure in that area was so low they couldn't have a shower and run a dishwasher at the same time. AW advised that water pressure was a statutory requirement so they had to maintain pressure, but would urge anyone with low water pressure to report it to them so they could investigate and look to resolve the issue.

Cllr Shires, Member for North Walsham West and Norfolk County Council Member for North Walsham East, had noticed that much of the AW infrastructure was failing and highlighted the many damaged pavements and roads caused by AW digging up surfaces. This caused difficulty for those with mobility aids in accessing the town centre and key services as well as proving a hazard for cyclists and motorbikes as they had less grip on the road. People said they had no faith in AW to deliver, with expansion coming, and, although Cllr Shires appreciated there were budgeting

constraints, she felt investment was required if people were not to be disadvantaged by AW in an attempt to fix poor infrastructure. AW said if details were forwarded to them of where the damaged surfaces were located they would take it up with their local network reinstatement teams. Cllr Shires agreed to provide this after the meeting.

The Chair asked about developments within the current local plan that might be exceeding capacity in terms of treatment or delivery. AW said they now raised an objection within the planning process where the environment or capacity was at risk, despite it being in a local plan. AW said that in respect of planning applications they now looked at total risk, rather than size of development, so one dwelling in a rural area could have a high risk, where with larger developments they very often had more control, time and conversations with developers. AW also confirmed, after a query from The Chair, they were statutory consultees for the Local Plan but not planning applications. They had lobbied Government for many years arguing they should be for both.

AW did say the Council's planning case officers were very good in notifying, and consulting them over applications and, additionally, they used a third-party to notify them of applications in the area and were due to speak to the Planning team very soon.

In response to a query from the Chair about the, in many cases Victorian, sewage network having capacity, AW said all North Norfolk sewage networks were monitored. The network monitors they had installed detected issues early to inform them of how the network was coping or if at risk of failure. They explained they carried out a programme of maintenance on their sewage network as much as they do on the clean water network and will fix, monitor and replace those in need on a priority basis. They assured the Chair that many of the older network was actually very good. Those monitors currently had an uptime of 97.8% and that was a performance metric upon which they were judged. The Chair did note that the overflow monitors for Holt, Langham and Walsingham appeared to be off after the recent heavy rain. AW confirmed that monitors were sometimes off for maintenance, or fault, with many being fixed daily to ensure optimum performance. Sometimes it could be a glitch as to how they show on their map but would happily confirm in this instance the specific reason if the Chair wished. The penalties for monitors being off were quite high so it was in AW's interest, for transparency purposes, that they remained online.

In terms of investment in reducing spill frequency at Langham, Walsingham and Holt there were investigations in those areas that essentially resulted in a modelled output, and they were likely to inform the next investment cycle, due between 2030 and 2035, subject to any wider regulatory change in the industry. Those overflows that were being improved in the area during that current cycle were those the EA deemed to be the most environmentally impactful ones.

The Chair asked if using dry weather flow to estimate WRC headroom was the most sensible methodology and AW said it was the rules they follow for calculating capacity. They could not comment if it was the best methodology for it, but it was what the industry followed per guidance from the EA and gave you a reasonable idea.

Cllr Rouse asked for an update to spillages since AW last visited. AW explained they were aiming to reduce discharges by 17% over the next 5 years, which was in line with the Government standards storm overflow reduction plan. AW reported that up

until the end of October discharges occurred on 194 occasions with an average of 6.4 spills per storm overflow for an average of 21 hours, which was significantly lower than the previous year and that was linked to the dry weather, but also that some of their interventions were beginning to help. All storm overflows were on a storm overflow reduction plan which was published on the Government website and people could view what the plan was to reduce spill numbers and what AW actions would be over the next 10-15 years to meet those targets.

AW also brought to the Committee's attention the new storage tank at Runton, Beach Road, which was now online and significantly impacted the spill frequency.

They also confirmed, at the Chair's request, that the permits they received from the EA in respect of discharging into chalk streams had very tight parameters compared with when the receiving watercourse was a km into the North Sea, as the nutrients being discharged this way had less of an environmental impact so fewer constraints.

AW kindly offered to answer any questions, submitted after the meeting, in writing and the DSGO will liaise with all Members and AW to action.

Action

- To give further detail on how Anglian Water endeavour to meet the challenges, in regard to water capacity, provided by the new homes, that are planned for the North Walsham and Fakenham areas over the coming years.

101 REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-2027 ACTION PLAN TO END OF Q2

Cllr Shires introduced the report and invited members to ask questions.

It was felt by Cllr Hankins that the RAG (Red Amber Green) classification was too broad and suggested going forward it could be made clearer by including, as a percentage, the progress towards any action being completed, as he believed that would give more information. Cllr Shires felt they had tried various methods in showing progress in her time as a Member and had tried to work with the Committee in getting the best format. This was a 12-month plan, so the green meant they were on track at this point, to reach their outcome within that planned period.

The DSD said he could see the benefits of the suggestions but an obvious challenge around that would be that not all projects were linear so it could get to this stage and only be 10% complete which would raise concerns for the Committee. However, they could still be rated green as that was all it intended to deliver by that point in time as they were due to complete later in the 12 month cycle. Currently, an Officer would be asked if on track to complete on schedule and if they were it would be green, which would seem a fairer representation of where it was when being reported to the Committee.

Cllr Hankins believed all the elements must have a plan in place that clearly laid out the objectives, and the milestones to achieve those outcomes, and he asked that a subjective assessment be provided of those categories.

Cllr Shires said they had previously been criticised for being subjective, and not measurable, so the Committee needed to come to an agreement on what they wanted. The Chair felt she would like more explanation as to why something was amber but asked the Committee if they had any comments.

Cllr Hankins felt the categories were not specific enough and asked for some consideration to add more focus. Cllr Cushing agreed that there was no sign of anything being delivered within the plan and he'd expect to see more reds and ambers, as he believed any plan should have demanding objectives. Cllr Cushing suggested that was where the Committee could add value by asking, why is this action amber or red, and consider what they could then do to get it back on track.

Cllr Shires said the public do care about what was delivered off the back of the action plan. If the Committee wanted a detailed report on every specific thing that would be a lot of information and reports already came through various Committees, including Overview & Scrutiny. They would have to find the best way to direct the Committee to those existing reports.

Cllr Leith wondered if it was worthwhile adding, at CLT's discretion and barring any confidentiality that needed to be respected, an additional column summarising what remained to be done and providing a timeframe for each stage. It was suggested by Cllr Gray that the Committee convene in private to agree a template that would be a standard for what they needed. The DSD felt that adding additional information to those actions, that were amber or red, giving some context as to what the issues were and why they were rated that way, was a good idea.

In response to the Chair, around a query on the number of new affordable homes that were due to be completed in 2025/26 the HSDM agreed to take away and confirm in writing, but she believed the correct figure was 96.

The Chair also asked about two actions, one on sports pitches and the other on coastal protection schemes, that were amber but no explanation as to why. The DSD explained that in respect of the three 3G pitches, Cromer had been delivered, Fakenham was part of the Fakenham Sports and Leisure Hub provision, and for North Walsham they were waiting on the football club who had not yet signed off on a new lease to reach the threshold for football foundation funding. The Leisure team was meeting with the football club to progress this forward. In terms of coastal protection, the DFR advised there were some snagging issues towards the Mundesley scheme which was led by the local town council and most of those had now been progressed. In terms of the Coastwise programme, which was a very large scheme funded by the EA, the DFR explained it had a very tight delivery timetable with no ability to carry the money forward beyond the end of the programme of the 31st March 2027, As many of those Coastwise activities were very long term it was always going to be a challenge to meet that deadline, but the Coastal team were having very positive discussions around what type of programme could succeed that current funding.

Cllr Shires felt that Cllr Fletcher raised a pertinent issue on the Rural Position Statement of local services as they strongly believed what is there currently needed to be preserved. Cllr Fletcher wondered if there was a deadline to do this. Cllr Shires agreed the current central Government didn't appear to understand rurality and metropolitan boroughs appeared more favoured than rural communities. Cllr Shires asked if she could take that away to which Cllr Fletcher agreed.

Cllr Cushing wished to know of the sacrosanctity of the Neighbourhood Plans or was there a threat that the Council, or Government, could override them. Cllr Shires felt they needed to make sure communities understood what a Neighbourhood plan was designed to achieve, and she would recommend any community looking to embark on such a plan to meet with officers from the Planning Policy team as they were very keen to ensure communities were as informed as they could be at the beginning of

the journey. Cllr Shires believed Neighbourhood Plans were important for enabling local people to have a voice on what they want for their community, and it was important for Members to facilitate that with the uncertainty of a unitary authority not far away. The DSM added that planning decisions were balanced. Cllr Gray encouraged all Members to engage with the free seminars on Neighbourhood Plans to understand how they are formed. Cllr Hankins thought it would be beneficial to know the benefits of Neighbourhood plans.

Action:

- Cllr Shires to confirm if there is there a deadline for providing a Rural Position Statement of local services to ensure they are preserved as the Council transitions into a new authority.
- CLT to take away the suggestions to make the position clearer around why the reds and ambers are rated that way.

The Committee **Noted** the contents of the report and provided comments on any items they felt appropriate.

102 COUNCIL TAX DISCOUNT DETERMINATIONS 2026/2027

Cllr Shires introduced the item and wished to make the Committee aware that it was not legislated that they had to publicise in the newspaper, but it was best practice. Cllr Shires highlighted the report on second homes as the Council had to make that position known prior to February but discussions were ongoing with Norfolk County Council (NCC). Cllr Shires reminded the Committee that money generated from the second homes premium went to meet the cost of temporary accommodation.

The Chair wished to clarify if Appendix A was a full list of properties as it did not seem very extensive. The DFR agreed to investigate and confirm with the Committee after the meeting.

Cllr Cushing asked if the Committee should be worried about the risk of a legal challenge in regards the Council Tax Premium charge. Cllr Shires felt that any part of Council Tax could pose a potential risk as people looked to challenge and suggested maybe the Governance, Risk and Audit Committee (GRAC) might like to consider in more detail. The DSGO noted and would discuss with the GRAC Chair.

ACTION:

- The DFR to confirm if the Proposed Pre 1948 2nd Home Schedule is correct, and complete, in Appendix A.

The Committee RESOLVED unanimously to 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.

103 TEMPORARY ACCOMMODATION REVIEW

The HSDM and Cllr Shires introduced the report and explained that one of the main reasons the Council sought to purchase more of its own temporary accommodation (TA) housing stock was to keep people in their local community and close to support networks, in more suitable accommodation, aiding their recovery out of homelessness. Cllr Shires reminded the Committee of the rise in cost of overnight TA and how it influenced some decisions in the budget.

It was highlighted by the HSDM how the Council had gone from having one TA unit of its own in 2017 to having 32 by the end of 2025 and she paid tribute to the team's effort in managing that effectively. The HSDM also paid tribute to the hard work from the Housing Options and Property Services teams in working together to bring those properties up to a good standard quickly. It was noted by the HSDM that when the Council put families into its own TA the subsidy completely covered the rental income, and it had even started making an annual surplus on the costs that were then reinvested in the homelessness service. Its own TA also made a massive saving compared to the net cost of nightly paid TA: up to £1.2 million was saved over the last 4 years. The HSDM explained that having its own TA was an asset that increased in value over time whilst half of what they used to pay for that TA had come from separate grant money and not mainstream funding.

Cllr Hankins asked if Members' engagement with local parishes was having a positive impact on intervention in homelessness. The HSDM did say that the Council's Community Connectors were working with parish councils to identify those in potential need, enabling them to carry out essential early intervention work but it had set criteria of what its TA needed, and in most cases, that was to be sited in towns close to facilities. Cllr Shires reiterated that the key message to local parishes was that new social housing developments were needed in their area to keep people local.

It was suggested by Cllr Bailey that how the Housing Team used the extra revenue

generated by the second home premium in purchasing suitable TA for homeless families could be a positive news story. It could publicise, and in turn be a way of engaging second homeowners and make those who paid more tax feel they were contributing to a wider cause rather than feeling penalised. Cllr Shires and the HSDM both agreed.

Cllr Cushing asked what the criteria was for the Council when selecting its own TA as it had very few properties in Fakenham or east of North Walsham. The HSDM explained that they tried to find a balance between specific requirements of size, demand, budget and suitability of the property. The team was looking at a more even geographical spread but many properties to the east were least served by gas, and therefore, were less efficient, had a greater environmental impact and were not as cost effective for the resident. In the west, 2 of the 3 that they were currently purchasing were in Fakenham.

The HSDM clarified for the Chair that the most significant change, when considering improvements to management, was the establishment of the TA steering group as the management of the units had been spread across 4 or 5 service areas, and bringing that together to better understand shared agendas had helped, particularly around the right type of work to be done when taking on the property.

In response to a further query from the Chair, the HSDM explained that the indirect costs, such as the corporate allocations, were when a percentage of the costs had to be attributed to the end activity when comparing with other authorities or organisations delivering a particular service. Those indirect costs weren't exclusive to the new TA or applied to nightly paid accommodation, so were not included for internal comparative purposes. In terms of the interest that would have been made on the £2.4 million that was spent on purchasing the TA properties, this was not included as it could be argued anything that might have been gained would probably have been used to pay for the increase in costs for nightly paid TA. The DFR also said that if the Council wasn't investing in its own TA, then the grant money to pay for it would not have been given, and potentially NNDC would have received a smaller share of the revenue generated by the second home premium from NCC.

The HSDM also confirmed that the new authority after Local Government Reform (LGR) was completed would take on the TA and that, in some cases, it had to be retained for 30 years, as the reality was that the need for TA would remain after the Council, in its current form, ceased to exist. Cllr Shires strongly wished for TA to be protected for people so they can be housed, if needed, in their locality after LGR so as to not displace residents from their communities.

ACTION: The HSDM to confirm the number of new affordable homes built this year.

104 The Committee **Reviewed** and **Noted** the report.

NHOSC REPORT

Cllr Shires introduced the report and gave an update to the Committee from the most recent Norfolk Health Overview Select Committee (NHOSC) meeting outlining what was discussed around Speech and Language Therapy (SaLT); including reading a letter to the Committee that was sent by NHOSC to the NCC Cabinet on questions they felt had not been answered in that meeting. Cllr Carpenter, the Cabinet Member for Children's Services at NCC, responded by outlining those accessing the SaLT service, for the period Aug 2025 to Oct 2025, with 5165

children accessing the SaLT at that time with a varied level of intervention required. The NHS target wait time stood at 18 weeks with 81% of children seen within that timescale which was prioritised on need with most urgent cases seen more quickly. There were links to deprivation to be found. A letter had subsequently gone to Government seeking an overarching policy that served children better and made it easier for staff.

The Chair asked about the pathology waiting times and how could they be assured that no significant harm had happened, and were those proposed methodologies to determine harm sufficient as they seemed indirect. Cllr Shires said the Committee had asked the same question but were assured of no significant harm. They did challenge back and the suggestion was that the feedback they'd received indicated that it was not having a detrimental impact, but their teams were in position to support people should it be needed. The Chair also asked if the NHOSC were satisfied for the staffing pattern for speech and language and queried if there was a national benchmark. Cllr Shires felt there was too much pressure on parents to deliver SaLT when they didn't have a specific framework or measure, but the Committee hadn't had any more information on outcomes.

The Committee **Noted** the report.

105 THE CABINET WORK PROGRAMME

No comments

106 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The DSGO gave an update on the work programme including the possibility of having a private presentation for Members to look at deprivation data that could feed into many items that the Committee wished to consider going forward. The Committee **Agreed** that a session outlining deprivation and its impact on the local communities takes place at the earliest opportunity.

107 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 11.54 pm.

Chairman

Minute Item 93

North Norfolk District Council – verbal update for Overview and Scrutiny Committee, 10th December 2025.

Thank you for inviting us back to provide an update following our appearance at the June committee meeting.

We've provided written answers to the questions we've received and are happy to talk through these.

We're particularly pleased to note that **all seven of the bathing waters in North Norfolk are now rated as Excellent** and that the Environment Agency's recent classifications reinforce the East of England's position as home to some of the UK's cleanest bathing waters.

As we highlighted at the last committee, our 2025-2030 business plan proposes **£11 billion of investment across our region including £1 billion for tackling storm overflows**, whilst our total environmental enhancement spend will double to £4 billion. These plans are subject to approval by Ofwat, our financial regulator, and we are currently in discussions on the outcome of our final determination.

The proposed £1 billion storm overflow investment is geared to address the highest priority overflows soonest and will reduce storm overflow spills by creating new storage and ways to prevent surface water from entering the sewer network, installing additional monitoring and increasing the capacity of our treatment sites to deal with more rainfall as a result of unpredictable weather.

We aim to reduce discharges from storm overflows by 17% in the next five years, in line with our Storm Overflow Discharge Reduction Plan (SODRP).

In North Norfolk, planned schemes (subject to review and prioritisation) include:

- Spill reduction schemes at Briston, Fakenham and Horning Knacker's Wood WRCs
- A storm tank at Aldborough WRC – pleased to report that work on this started at the beginning of the month
- An overflow reduction scheme at Fakenham Norwich Road overflow
- Mundesley – a spill reduction scheme for all assets affecting bathing waters (including Gimmingham)
- New storm overflow screening at Briston, Ludham and Runton West Lane
- Surface water management schemes for Potter Heigham, Horning, Hoveton and Hickling

In addition, investigations are planned at a number of sites into reducing storm overflow spills. The outcome of these investigations may identify and inform the scope of any future improvement schemes.

As the Committee knows, all storm overflows are fitted with Event Duration Monitors (EDM). Full details of storm overflow discharges for 2025 will be released next April once all EDM activations have been fully validated. However, the latest validated EDM activations for 2025 (up until the end of October), show that **storm overflows in North**

Norfolk have discharged a total of 194 times – an average of 6.47 spills per storm overflow for an average of 21.09 hours. This is significantly lower than the figures for the last few years, reflecting the drier weather we've experienced this year.

Other planned investments during this business plan period (subject to review) include phosphorus removal from wastewater at 12 WRCs as well as nitrogen removal at four WRCs and ammonia removal at one site – helping to improve river water quality.

And as part of our Dynamic Sewer Visualisation (DSV) programme, **we've installed 939 monitors to date in North Norfolk** so that we can proactively detect blockages and resolve them before they escalate.

As we mentioned in June, our teams cleared a total of 35,000 blockages from the sewer network last year. 80% of these were avoidable and were caused by rubbish such as wet wipes, sanitary products, nappies and cooking oils which should have gone in the bin and not down the toilet or sink. Wipes are the most common problem – around half a million (9,500 packets) are flushed into our region's sewers every day. **And issues with Fats, Oils and Grease are especially worth bearing in mind as we head into the Christmas period.**

To help reduce blockages, our [Just Bin It](#) behaviour campaign is encouraging customers to only flush the 3Ps: pee, poo and (toilet) paper – so they can avoid costly blockages in homes and businesses as well as protecting the local community and environment. **We'd appreciate any help councillors can provide to help drive behaviour change and reduce blockages, floodings and pollutions.**

We've produced a toolkit which includes posters, flyers and ready-made social media posts to help spread the word and can share this with the committee. The toolkit also includes free materials on ways **people can save water**. Despite the rainfall in recent weeks, this is, of course, especially important as Spring and Summer were one of the driest in our region since records began in 1899.

Finally, we're pleased to update the Committee that we're also investing in our water supply network in North Norfolk with plans to replace **10,381 metres of pipe, representing an investment of £2.4million over the next five years.**

We hope this update is helpful and now we would be happy to run through the pre-submitted question responses if needed, and take any further questions.

Agenda Item 11

Draft Revenue Budget for 2026-27	
Executive Summary	This report presents the latest iteration of the budget for 2026/27. It is intended to present the position as we currently know it and it will need to be updated as more information becomes available e.g. the impact of the final Local Government Finance Settlement for 2026/27.
Options considered.	No other options have been considered as it is a legal requirement to calculate “the expenditure which the authority estimates it will incur in the forthcoming year in performing its functions” and then subtract “the sums which it estimates will be payable for the year into its general fund”. This is required to set a balanced budget before 11 March 2026.
Consultation(s)	<p>The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 11 February 2026.</p> <p>Budget consultation is taking place on the Council’s website currently for anyone to share their views. Consultation with Business Rates payers is also being undertaken. The results of both these consultations will be included in the report being presented to full Council on 18 February 2026.</p>
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet consider the proposed balanced budget including movement in reserves and recommended approval to full Council. 2. To approve the creation of an £0.75m Ear Marked Reserve to mitigate the Revenue costs of Local Government Reorganisation. 3. To approve the use of the Communities reserve to fund a revenue budget of £4,000 per Member to allow the award of small local grants. 4. That an alternative option for balancing the budget should be agreed to replace costs or savings not taken forward if there are any. 5. That Cabinet agree that any additional funding announced as part of the final Local Government Settlement announcement be transferred to reserves. 6. That Cabinet decide which proposed new capital bids should be recommended to full Council for inclusion in the Capital Programme.
Reasons for recommendations	To enable the Council to set a balanced budget.
Background papers	2025/26 Budget report presented to full Council on 19 February 2025.

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

Links to key documents:	
Corporate Plan	Strong, Responsible & Accountable Council.
Medium Term Financial Strategy (MTFS)	The setting of a balanced budget for 2026/27 provides the base position for reviewing the following years of the Medium Term Finance Plan.
Council Policies & Strategies	Budget Setting & Medium Term Finance Strategy.

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

1. Purpose of the report

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

2. Introduction & Background

2.1 Local authorities across the UK continue to experience significant financial pressure arising from external factors largely outside of local control. These pressures are most acutely reflected in demand-led services, including temporary accommodation, where cost and demand remain areas of focus. In addition, the introduction of new burdens, including the requirement to implement separate domestic food waste collection services, is placing further pressure on already constrained revenue budgets. Over recent years, a number of authorities have issued Section 114 notices, and others have sought Exceptional Financial Support from Government to manage acute financial challenges. This context continues to underline the fragility of the local government funding environment as councils set budgets for 2026/27 and beyond. Funding for the Council is reduced in real terms, highlighted in the charts at 2.7 and the Funding section of this report (3.15 to 3.21) and includes a Government funding floor of 95% of Core Spending Power. Additionally, new burdens have been placed on the Council with insufficient funding including Local Government Reorganisation and a domestic food

waste collection service. The Rural Services Network forecasts that by 2028/29 Government Funded Spending Power will see a 52% gap per head between the most urban and the most rural councils. For this Council Government funding per head of population is projected to decrease by 23% from 2024/25 (£105.38 per head) to 2028/29 (£80.99 per head). In comparison English authorities overall will increase by 24%. Previous and current prudent budgeting and reserves management allow the Council to consider this balanced budget for 2026/27.

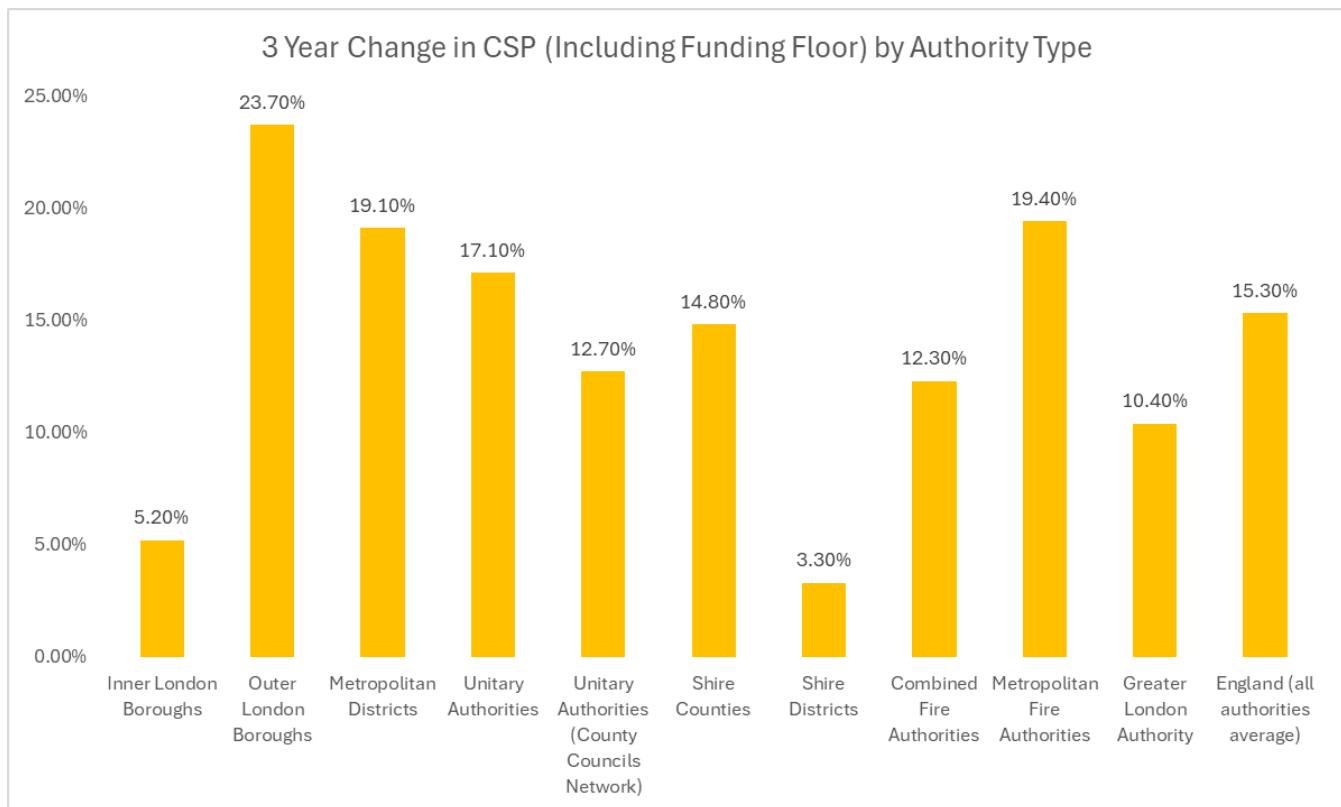
- 2.2 The Provisional Local Government Finance Settlement for 2026/27 confirms the most significant reform of local government funding in over a decade. The settlement introduces the first stage of the Fair Funding Review, a full reset of the Business Rates Retention System, and the consolidation of a number of existing grants into core funding. Collectively, these changes result in substantial redistribution of resources across the sector.
- 2.3 At a national level, Core Spending Power (CSP) increases over the three-year period are unevenly distributed. Outer London borough authorities and metropolitan councils see the largest gains, while shire counties experience below-average growth and shire district councils receive the lowest increases of any authority class. The settlement is heavily reliant on assumed council tax increases and transitional protections, with funding floors and damping mechanisms playing a central role in preventing immediate cash reductions for a large number of authorities.
- 2.4 While the settlement provides a degree of certainty through its three-year structure, it does not address underlying funding adequacy and creates ongoing risks beyond 2028/29, particularly due to the scale of transitional protections and the potential for a funding “cliff edge” when these unwind.
- 2.5 District councils are the clear losers from the current funding reforms. Analysis of the settlement shows that shire districts experience the lowest increase in Core Spending Power nationally, at approximately 3.3% over three years, even after the application of funding floors. This compares unfavourably with national average growth of over 15% and significantly higher increases for metropolitan and Outer London borough authorities.

The principal drivers of this outcome are:

- The business rates baseline reset, which removes historic growth previously retained by districts.
- Redistribution within the Fair Funding Review towards authorities with social care responsibilities.
- Changes to Relative Needs Formulae, including reduced recognition of non-resident demand and the removal of bespoke rural and coastal adjustments.

- 2.6 A significant proportion of district councils, including North Norfolk District Council are reliant on 95% funding floor protection to avoid real-terms and, in some cases, cash-terms reductions. Funding floors in this context act as a stabilisation mechanism rather than a source of growth and reinforce the structural weakness of district council funding within the reformed system.

2.7 The chart below shows the 3 year change in CSP by authority type.



3. Current Proposed Budget for 2026/27

3.1 The 2026/27 budget presented below is a balanced budget – see line 27. The MTFS is contained in Appendix A along with further detail of Service Budgets contained in Appendix B

Table 1: General Fund Summary Budget

Line No.	Column A	General Fund Summary 2026/27 Base Budget		
		Column B	Column C	Column D
		2025/26 Base Budget	2025/26 Updated Budget	2026/27 Base Budget
Service Area				
1	Corporate Leadership/ Executive Support	4,384,567	4,384,567	4,587,873
2	Resources	6,970,323	7,008,241	7,275,279
3	Service Delivery	10,994,087	11,004,087	12,618,062
4	Net Cost of Services	22,348,977	22,396,895	24,481,214
5	Parish Precepts	3,736,377	3,736,377	3,736,377
6	Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)
7	REFCUS	(761,647)	(761,647)	(761,647)
8	Interest Receivable	(1,403,400)	(1,403,400)	(1,375,700)
9	External Interest Paid	302,100	302,100	271,700
10	Revenue Financing for Capital:	320,000	1,458,051	278,600
11	Minimum Revenue Provision	527,257	527,257	624,090
12	IAS 19 Pension Adjustment	276,280	276,280	276,280
13	Net Operating Expenditure	22,383,570	23,569,539	24,568,540
14	Parish Precepts	(3,736,377)	(3,736,377)	(3,736,377)
15	Council Tax	(7,812,582)	(7,812,582)	(8,138,972)
16	Retained Business Rates	(8,660,926)	(8,660,926)	(5,623,934)
17	New Homes bonus	(596,090)	(596,090)	0
18	3.2% Funding Guarantee/Floor Funding	(805,165)	(805,165)	0
19	Revenue Support Grant	(335,416)	(335,416)	(6,322,463)
20	NI Compensation	(150,583)	(150,583)	0
21	Recovery Grant	(194,584)	(194,584)	(194,584)
22	Extended Responsibility Grant	(1,616,000)	(1,283,233)	(1,312,840)
23	Damping Funding	0	0	(79,801)
24	Total Income from Government Grant and Taxpayers	(23,907,723)	(23,574,956)	(25,408,971)
25	(Surplus)/Deficit	(1,524,153)	5,417	(840,431)
26	Contribution To/(From) Earmarked Reserves	1,524,153	5,417	840,431
27	Net Position	0	0	0

3.2 The table above shows

- The Original Base Budget in Column B was approved by full Council on 19 February 2025. It shows a balanced budget position for 2025/26.

- In Column C is the updated balanced budget position for 2025/26, which includes approved adjustments and virements to the 2025/26 base position.
 - The only significant movement between the base and updated position for 2025/26 is the inclusion of an updated capital financing position. This can be seen in column C, line 10. The corresponding financing is part of line 26 Contribution To/(From) earmarked Reserves.
- In Column D the proposed budget for 2026/27 is balanced (line 27).
- Line 6 shows the net cost of running the Council's services i.e. £24.481m. It is the total of Lines 1 to 3. This figure comprises the service expenditure, less income from grants and contributions and fees and charges income generated by the services.
- Line 13 is the total cost of operating as a Council i.e. £24.569m and includes items that are not attributable to any particular service e.g. investment income, borrowing costs and pension adjustments.
- Line 24 is the amount of funding from Government Grant and Local Taxpayers i.e. £25.409m.
 - Line 14 is the income that NNDC will collect from taxpayers for the town and parish councils' precepts which is matched at line 5 as NNDC pay this straight over to the town and parish councils. This figure is currently provisional as at the time of producing this report there were a number of precept requests that had not yet been returned. The deadline for this is the end of January 2026.
 - Line 15 is NNDC's Council Tax income to be collected from Council Taxpayers. This includes an assumed increase of 2.99%, which is the same as in 2025/26.
 - Line 16 is NNDC's Business Rate income to be collected from Businesses within the District. This figure has reduced significantly due to resetting from 1 April 2026.
 - Line 17 to 23 are the grants that NNDC will receive from Central Government.
- Line 25, Column D is the surplus that needs to be transferred to NNDC reserves i.e. £0.840m. It should be noted that this surplus has been achieved due to the receipt of the extended responsibility grant which has been allocated to earmarked reserves as part of the figure in line 26.
- Line 26, Column D shows the net surplus being allocated to earmarked reserves, i.e. £0.840m. This also includes earmarked reserves used to fund one off expenditure within the service. It should be noted that a summary of the reserves being utilised is contained in paragraphs 3.11 – 3.13.

Cost of Service Variances 2025/26 to 2026/27

3.3 The Net Cost of Services changes in base budget from 2025/26 to 2026/27 are summarised in Table 3 below and significant variances are explained in paragraphs 3.5 to 3.10.

Table 3: Variance Base Budget 2025/26 to 2026/27

	2025/26 Base Budget £000	2026/27 Base Budget £000	Variance £000	Movement
				%
Employees	17,162	16,480	(682)	(3.97%)
Premises	4,116	4,627	511	12.41%
Transport	283	258	(25)	(8.83%)
Supplies and Services	13,331	14,890	1,559	11.69%
Transfer Payments	20,188	15,894	(4,294)	(21.27%)
Capital Charges	3,724	3,724	0	0
Income (External)	(36,455)	(31,392)	5,063	(13.89%)
Total Net Cost of Service	22,349	24,481	2,132	

Employees

3.4 The significant variances in employee costs are summarised in Table 4 below.

Table 4: Employee Cost Variances

£000	Main Explanation
507	Employee inflation – based on an increase of 3% on Salary, National Insurance and Pension costs.
77	Additional legal post (2026/27 only)
119	Staffing growth including previously forecast restructuring savings not made.
(86)	Savings identified including £35k within the CLT team as a result of restructuring in 2025/26.
(1,275)	Removal of non-recurring items. This relates to posts which have been funded by grant income or earmarked reserves.
281	Fixed term posts funded from earmarked reserves.
(348)	Reduction in pension deficit funding requirement based on the Pension Fund Triennial valuation 2025 where the fixed amount payable has reduced from £1,191k to £843k.
43	Other minor movements
(682)	Total Movement

Premises Costs

3.5 Significant variances are highlighted in the following table:

Table 5: Premises Costs Variances

£000	Main Explanation
89	Inflation, main item £61k in relation to Drainage Board Levies
225	One-off growth for work to the Councils assets, not allocated to the capital programme.
100	Leisure services growth.
125	Increase to sea defense budget to allow for reactive coastal works.
(28)	Other minor movements
511	Total Movement

Transport Costs

3.6 Significant variances are highlighted in the following table:

Table 6: Transport Costs Variances

£000	Main Explanation
(6)	Lease payments moved to capital under new IAS 16 lease financial regulations.
(11)	Savings on employee transport costs including mileage, lump sum payments and public transport.
(7)	Non-recurring expenditure, removal of lump sum payments for temporary funded staff.
2	Transport-related expenditure funded from earmarked reserves
(3)	Other Minor movements
(25)	Total Movement

Supplies and Services

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

Table 7: Supplies and Services Variances

£000	Main Explanation
206	Transfers - £120k increase in Bed and Breakfast costs offset by recoverable charges. £25k Benefits administration software costs offset by grant income. £61k Disabled Facility Grant supplies and services offset by top slice of DFG grant.
273	Inflation – £33k Car park management contract, £20k Bank Charges, £34k ICT License fees and software costs, £43k Cleansing Contract, £28k News Contract, £112k Waste contract, £3k Insurance contract.
25	Growth One off – Pier 125 Year celebrations
1,457	Permanent growth - £1,391k, Environmental services growth some of which has been offset by income. £64k Increased contributions
(105)	Savings – (£105k) External Audit fees
248	Funding from reserves - £38k Local Plan, £50k Environmental Sustainability projects. £160k grants and contributions.
(487)	Non-recurring – (£330k) UK Prosperity Fund grant payments (offset by loss of grant income). Reserve funding (£87k) Local Plan and Environmental sustainability projects.
(58)	Other minor movements
1,559	Total Movement

Transfer Payments

3.8 The decrease in expenditure of (£4,294k) is predominantly due to the decrease in Housing Benefit payments of £4,347k which is in line with the mid-year subsidy estimate for 2025/26. This reduction is primarily related to the ongoing implementation of Universal Credit. This saving in expenditure will be offset by a compensating reduction in subsidy income. (see section 3.9 below). The balance is made up of £53k Inflation on internal service charge transfers.

Income

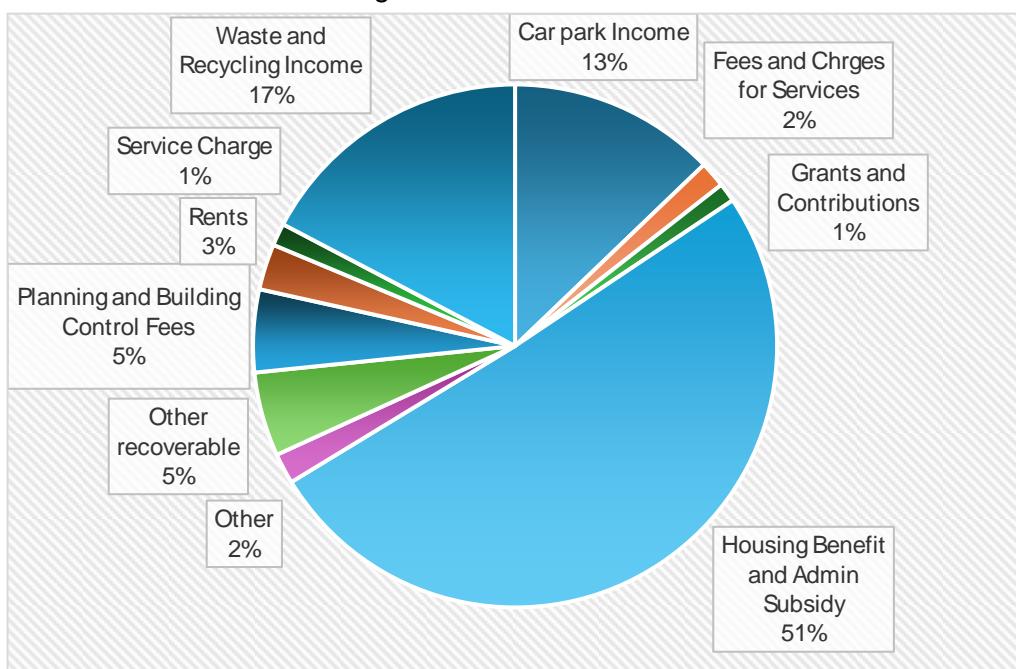
3.9 The significant variances in income between Base 2025/26 and 2026/27 are summarised in Table 8 below:

Table 8: Income Variances

£000	Main Explanation
4,227	Transfers – £4,347k Housing Benefit Subsidy offset by reduced expenditure (Transfer payments), this is based on the mid-year subsidy return 2025/26. (£120k) Recoverable homelessness charges, offset by additional expenditure.
(129)	Inflation – Composting (£12k), Chalet rental income (£33k), Internal Service Charges (£12k), Industrial Units (£6k), Leisure facilities (£21k), Street Cleaning (£11k), Car park income (£34k).
94	Growth – Loss of rental income Cromer office £18k. Reduced income from H & S training courses £20k, Reduced Land Charge Income following transfer of functions to the land registry £33K. New Income for Louden Rd, Cromer site (£27k). One off land charge grant removed. £50k
(369)	Other income growth – Waste and recycling income (£219k), Car park fee income (£150k)
58	Capital Salaries - reduction in staff time charged to capital projects. £58k
1,477	Non-recurring – Grant income including Homeless Prevention grant and UK Prosperity Fund, both of which have been offset by a reduction in expenditure.
(295)	Other minor movements
5,063	Total Movement

3.10 The pie chart below shows the make-up of the 2026/27 budgeted income.

Table 9: 2026/27 Budgeted Income



Reserves

3.11 The Council holds a General Fund Reserve which it keeps for unexpected expenditure or for emergencies. The Council's s151 Officer assesses what the minimum level for this reserve should be each year to ensure that the Council has sufficient funds to meet any unexpected expenditure. As part of the 2026/27 £304k has been allocated to the General Reserve. After this transfer the General Reserve balance is £2.9m.

3.12 The Council also holds Earmarked Reserves, which have been set up to fund specific expenditure. These reserves are being used to fund some of the costs of services. There are also instances of contributions being made to the reserves and this is where it is known that costs will be incurred in the future and so the contributions are set aside. The main use of reserves factored into the 2026/27 budget are as follows:

- £300k Allocated to the Asset Management reserve
- £750k Establishment of a Local Government Organisation (LGR) reserve
- (£279k) Net Zero Reserve, capital financing in relation to the Fakenham Sports Centre decarbonization project.
- £285k, Second Homes Premium, to assist with possible budget shortfalls in relation to Homelessness costs and irrecoverable housing subsidy.
- (£160k), Communities Reserve used to fund grants and contributions.

3.13 The Communities Reserve is proposed to fund the award of small revenue grants by Members to appropriate organisations or individuals within their own or neighbouring wards. A working group officers and members will make recommendations on purpose and governance controlling the granting of awards. It is anticipated that the purpose of the reserve and the grants so funded will remain unchanged that is to make a difference to the economic and social wellbeing of the area.

3.14 A full breakdown of the use of Reserves can be found at Appendix D.

Table 10: Use of Reserves

	Updated Budgeted Movement 2025/26	Budgeted Movement 2026/27
	£	£
General Fund	(14,706)	303,844
Capital Projects	(474,807)	0
Asset Management	(172,169)	300,000
Benefits	(51,567)	0
Building Control	(19,874)	0
Business Rates	(18,000)	(18,000)
Communities	0	(160,000)
Delivery Plan	(609,432)	(50,000)
Election Reserve	60,000	0
Extended Responsibility Grant	1,283,233	0
Grants	(95,159)	(83,854)
Housing	(284,460)	(219,959)
Legal	(4,579)	0
Local Government Reorganisation	0	750,000
Major Repairs Reserve	(50,000)	0
Net Zero Initiatives	(21,400)	(278,600)
New Homes Bonus (NHB)	(83,763)	0
Planning	46,763	12,000
Second Homes Premium	515,337	285,000
Total (as shown at line 26 in GF Summary Para 3.1)	5,417	840,431

Funding

3.15 On the funding side, one of the assumptions that has been made is to increase the Council Tax by 2.99% for a Band D property.

3.16 Councils Medium Term Financial Strategy in part relies on increasing Council Tax income. This is a relatively stable source of income with collection being cost effective. The provisional Local Government Financial Settlement (LGFS) assumes that District Councils apply the maximum increase before a referendum is required, being the higher of 2.99% or £5 in Council Tax. An increase of 2.99% represents an increase of £5.19 per Band D property.

3.17 The recommendation is to increase Council Tax in 2026/27 by 2.99% for a Band D property. The table below shows what the total Council Tax income will be for 2026/27 and that the additional income generated by the 2.99% increase for a Band D will be for the year.

Table 11: Council Tax

		Council tax 26/27
1	Council Tax Base for 26/27	46,377.70
2	Band D Council Tax before increase	£173.52
3	Maximum increase allowed (2.99% increase)	£5.19
4	Band D Council Tax after increase (Add Lines 2 and 3)	£178.71
5	Income assuming CT increase (line 1 multiplied by Line 4)	£8,228,158

Additional Council Tax generated by the annual increase - Council Tax base (Line1) multiplied by Maximum increase allowed (Line 3)	£240,700
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3.18 The forecast income level for the Retained Business Rates comes from the completion of the NNDR1. This is completed during January, with the deadline for completion being 31 January 2026 and so the final forecast figure is not yet available. There is a forecast of £5.624m included currently and this will be updated as soon as the NNDR1 has been completed.

3.19 It is noted that there is a major decrease of £3.037m in the Retained Business Rates when compared to the 2025/2026 budget which is due to the Business Rates Reset. The business rates reset is the point at which the Government re-bases the Business Rates Retention system, effectively wiping out accumulated gains and losses and recalculating each council's funding baseline in an attempt to reflect current need and resources. Moreover, changes to Business Rates Pooling rules created more downside than upside risk so the current Norfolk Business Rates Pool will terminate on 31 March 2026.

3.20 The remaining income comprises grants from central government. The provisional LGFS was announced on 17 December 2025. As covered in the Introduction and Background paragraphs 2.2 and 2.3 there was a significant redistribution of grants. The Council received a zero per cent increase in core spending power. The movement in Government Funding is shown in the table below.

Table 12 : Government funding

Government Funding	2025/26 Base Budget £	2025/26 Updated Budget £	2026/27 Base Budget £
New Homes bonus	(596,090)	(596,090)	0
3.2% Funding Guarantee	(805,165)	(805,165)	0
Revenue Support Grant	(335,416)	(335,416)	(6,322,463)
NI Compensation	(150,583)	(150,583)	0
Recovery Grant	(194,584)	(194,584)	(194,584)
Extended Responsibility Grant	(1,616,000)	(1,283,233)	(1,312,840)
Damping Funding	0	0	(79,801)
Total Grant Funding	3,697,838	3,365,071	7,909,688

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

4. The Medium-Term Financial Strategy

4.1 The Medium-Term Financial Strategy (MTFS) has been prepared alongside the budget for 2026/27. Further detailed MTFS income and expenditure can be found as Appendix A. The Medium-Term Financial Strategy is also being presented as an agenda item to this Committee.

4.2 The Government's Budget announcement and the provisional LGFS included the Business Rates Reform and the Fair Funding Review. This has been confirmed to be a three year settlement. However, it is noted that the 3 year settlement period information has been provided for conflicts with the current understanding of the timelines involved with local government reorganization; whereby it is understood that NNDC would cease to exist after the 2027/2028 financial year.

4.3 As we have a 3 year settlement, for prudence the MTFS has been prepared for the next 3 years. Assumptions have been made for the years 2027/28 and 2028/29 which are shown below.

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

	2025/26 Base Budget	2025/26 Updated Budget	2026/27 Base Budget	2027/28 Projection	2028/29 Projection
(Surplus)/Deficit	£'m (1.524)	£'m 0.005	£'m (1.000)	£'m 0.582	£'m 1.109
Contribution To/(From) Earmarked Reserves	1.524	(0.005)	1.000	0.353	0.412
Net Position	0.000	0.000	0.000	0.935	1.521

4.4 Assumptions included are:

- The pay award is assumed to be at 3% for year 2026/27 as the rate of inflation has started to fall.
- Increases in costs have been included for all years where we are contracted to increase costs on an annual basis.
- Increases in fees and charges (included in the Net Cost of Services) have been increased based on prudent assumptions that are in line with the increases that have been assumed for expenditure.
- For the calculation of Council Tax income, the maximum increase has been applied to the Band D Council Tax each year at 2.99%.
- For the central government funding, the assumptions made are for the amounts included in the provisional local government settlement.

5. Capital Programme

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

Table 14: The Capital Programme and its Funding for 2025/26 to 2030/31

Approved Capital Programme	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
	£	£	£	£	£	£
Our Greener Future	14,315,002	7,040,612	300,000	-	-	-
Developing Our Communities	14,337,003	-	-	-	-	-
Meeting Our Housing Needs	6,080,613	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000
Investing In Our Local Economy & Infrastructure	3,231,603	60,000	-	-	-	-
A Strong, Responsible & Accountable Council	363,320	60,000	-	-	-	-
Total Approved Capital Programme	38,327,541	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000
Financing	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
	£	£	£	£	£	£
Grants	24,523,160	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	3,780,000	300,000	-	-	-	-
Reserves	1,438,049	278,600	-	-	-	-
Revenue Contribution to Capital (RCCO)	20,000	-	-	-	-	-
Capital receipts	2,952,942	610,000	300,000	-	-	-
Borrowing	5,613,390	124,300	-	-	-	-
Total Financing	38,327,541	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

Capital Bids	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
	£	£	£	£	£
Our Greener Future	820,000	-	-	-	-
Developing Our Communities	715,000	1,030,000	2,170,000	-	-
Meeting Our Housing Needs	1,000,000	1,000,000	1,000,000	1,000,000	-
Investing In Our Local Economy & Infrastructure	1,930,000	-	-	-	-
A Strong, Responsible & Accountable Council	15,000	-	-	-	-
Total of Bids	4,480,000	2,030,000	3,170,000	1,000,000	-
Financing	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
	£	£	£	£	£
Grants	1,000,000	1,000,000	1,000,000	1,000,000	-
Other Contributions	75,000	-	-	-	-
Reserves	-	-	-	-	-
Revenue Contribution	-	-	-	-	-
Capital Receipts	15,000	-	-	-	-
Internal / External Borrowing	3,390,000	1,030,000	2,170,000	-	-
Total Financing	4,480,000	2,030,000	3,170,000	1,000,000	-

5.2 The proposed funding for the schemes is also shown in Table 14 above. Consideration is given to level of grants we have available, the level of capital receipts we have and what we might generate in future years and for any expenditure financed through borrowing. After these sources of financing have been applied then the balance for any financing required will have to be met through borrowing. Borrowing increases the Council's 'Capital Financing Requirement' (CFR). This will result in a revenue charge (one that impacts on the bottom line of the budget and is a charge to the Council Taxpayer) called the Minimum Revenue Provision (MRP) that is made to reflect the funding of the CFR by the taxpayer. It is required to be set aside each year starting the year after the works are completed and/or the asset comes into use. It is a charge to revenue that covers the repayment of the borrowing needed to finance the capital expenditure. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally in the short term, and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.

5.3 Any new projects included in the programme in the future will need to be financed by borrowing, which will result in an additional MRP charge if no capital resources such as capital grants or capital receipts are available. Alternatively, existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge. Both are charges to the General Fund and will be included in the amount to be met from Government grant and local taxpayers.

5.4 In addition to the existing capital programme, approval is also being sought to include the proposed capital projects as outlined within Appendix E. Cabinet should agree on which of these projects should be included for full Council's consideration.

6. Corporate Plan Objectives

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

7. Financial and Resource Implications

7.1 The Council must set a balanced budget for 2026/27 before 11 March 2026. This report presents a balanced budget for 2026/27 which has been achieved by identifying budget savings. The Medium-Term Financial Strategy is also presented as a separate agenda item at this meeting.

Comments from the S151 Officer:

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

8. Legal Implications

8.1 This report does not raise any new legal implications.

Comments from the Monitoring Officer

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

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

Section 106 Local Government and Finance Act 1992

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

9. Risks

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

10. Net Zero Target

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

11. Equality, Diversity & Inclusion

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

12. Community Safety issues

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

13. Conclusion and Recommendations

13.1 This report presents a balanced General Fund budget for 2026/27. The assumptions in arriving at this position are laid out in the report.

13.2 It is recommended that Cabinet agree on which of the revenue savings should be included in the budget. If any savings are not taken, then it should be agreed what alternative option should be taken to set a balanced budget that can be recommended to full Council on 18 February 2026.

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

Draft General Fund Summary Budget 2026/27

Service Area	2025/26		2026/27 Base	2027/28	2028/29	2029/30
	2025/26 Base	Updated	Budget	Projection	Projection	Projection
	£	£	£	£	£	£
Corporate Leadership/ Executive Support	4,384,567	4,384,567	4,587,873	4,431,515	4,531,556	4,634,599
Resources	6,970,323	7,008,241	7,275,279	6,672,402	6,817,058	6,925,915
Service Delivery	10,994,087	11,004,087	12,618,062	13,758,977	14,029,506	14,240,343
Net Cost of Services	22,348,977	22,396,895	24,481,214	24,862,894	25,378,120	25,800,857
Parish Precepts	3,736,377	3,736,377	3,736,377	3,736,377	3,736,377	3,736,377
Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)
Refcus	(761,647)	(761,647)	(761,647)	(761,647)	(761,647)	(761,647)
Interest Receivable	(1,403,400)	(1,403,400)	(1,375,700)	(1,375,700)	(1,375,700)	(1,375,700)
External Interest Paid	302,100	302,100	271,700	271,700	271,700	271,700
Revenue Financing for Capital:	320,000	1,458,051	278,600	0	0	0
Minimum Revenue Provision	527,257	527,257	624,090	651,069	656,144	637,801
IAS 19 Pension Adjustment	276,280	276,280	276,280	276,280	276,280	276,280
Net Operating Expenditure	22,383,570	23,569,539	24,568,540	24,698,599	25,218,900	25,623,294
Contributions to/(from) Earmarked Reserves:	2025/26	2025/26	2026/27 Base	2027/28	2028/29	2029/30
	2025/26 Base	Updated	Budget	Projection	Projection	Projection
	£	£	£	£	£	£
Capital Projects Reserve	0	(474,807)	0	0	0	0
Asset Management	0	(172,169)	300,000	0	0	0
Benefits	(51,567)	(51,567)	0	0	0	0
Building Control	(19,874)	(19,874)	0	0	0	0
Business Rates Reserve	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	0
Communities	0	0	(160,000)	0	0	0
Delivery Plan	(80,000)	(609,432)	(50,000)	0	0	0
Elections	60,000	60,000	0	0	0	0
Extended Responsibility Grant	1,616,000	1,283,233	0	0	0	0
Grants	(85,159)	(95,159)	(83,854)	(19,720)	(20,020)	0
Housing	(56,299)	(284,460)	(219,959)	(59,513)	0	0
Legal	(4,579)	(4,579)	0	0	0	0
Local Government Reorganisation	0	0	750,000	0	0	0
Major Repairs Reserve	0	(50,000)	0	0	0	0
Net Zero Initiatives	(300,000)	(21,400)	(278,600)	0	0	0
New Homes Bonus Reserve	(83,763)	(83,763)	0	0	0	0
Planning Revenue	46,763	46,763	12,000	50,000	50,000	50,000
Second Homes Premium	515,337	515,337	285,000	400,000	400,000	400,000
Contribution to/(from) the General Reserve	(14,706)	(14,706)	303,844	0	0	0
Amount to be met from Government Grant and Local Taxpayers	23,907,723	23,574,956	25,408,971	25,051,366	25,630,880	26,073,294
(Surplus)/Deficit	0	0	0	935,365	1,521,330	1,963,744

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Corporate Directorate Base Budget 2026/27

	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
AD Corporate Services				
Employee Costs	0	137,189	137,189	£76,745 New AD post created from budget in corporate leadership team. £49,161 Post transferred from communications. £7,543 Pension adjustments. £3,740 Employee inflation.
Transport Related Supplies and Services	0	1,694	1,694	No major variances.
	0	250	250	No major variances.
	0	139,133	139,133	
Communications				
Employee Costs	236,355	196,965	(39,390)	(£49,161) Transfer post to AD corporate services. (£5,938) Pension adjustments. £12,370 Fixed term post extension. £4,839 Employee inflation.
Transport Related Supplies and Services	2,238	2,238	0	No variances.
	52,680	79,180	26,500	£25,000 Pier celebration one off budget.
Capital Financing	55,954	55,954	0	No variances.
	347,227	334,337	(12,890)	
Programme & Project Management				
Employee Costs	169,574	122,531	(47,043)	(£46,471) Transfer post to IT. (£5,341) Pension adjustments. £5,139 Employee inflation.
Transport Related Supplies and Services	600	600	0	No variances.
	2,840	340	(2,500)	No major variances.
	173,014	123,471	(49,543)	
Corporate Leadership Team				
Employee Costs	807,766	657,509	(150,257)	(£76,745) Transfer budget to AD corporate services. (£44,131) Previously agreed savings. (£21,856) Pension adjustments. (£14,706) Fixed term post completed, funded from reserves. £7,781 Employee inflation.
Transport Related Supplies and Services	10,575	7,832	(2,743)	No major variances.
	14,070	14,820	750	No major variances.
	832,411	680,161	(152,250)	
Customer Services - Corporate				
Employee Costs	934,118	897,831	(36,287)	(£47,956) Transfer post to reprographics. (£16,710) Pension adjustments. £28,379 Employee inflation.
Transport Related Supplies and Services	4,000	1,500	(2,500)	No major variances.
	62,332	48,616	(13,716)	(£14,320) Savings in stationery, subscriptions & professional fees.
Capital Financing Income	54,056	54,056	0	No variances.
	(17,250)	(25,020)	(7,770)	Increased service charges due to new tenants.
	1,037,256	976,983	(60,273)	
Human Resources & Payroll				
Employee Costs	360,555	369,031	8,476	£10,127 Employee inflation. (£4,151) Pension adjustment.
Transport Related Supplies and Services	500	500	0	No variances.
Income	26,900	24,400	(2,500)	No major variances.
	(1,000)	(1,000)	0	No variances.
	386,955	392,931	5,976	
Reprographics				
Employee Costs	709	52,117	51,408	£47,956 Post transferred from customer services.
Transport Related Supplies and Services	250	250	0	No variances.
Income	35,290	35,290	0	No variances.
	(4,000)	(4,000)	0	No variances.
	32,249	83,657	51,408	
Tourist Information Centre				
Premises Costs	18,586	0	(18,586)	Transfer budget to estates for new tenancy.
Supplies and Services	330	0	(330)	Transfer budget to estates for new tenancy.
Capital Financing	2,651	0	(2,651)	Transfer budget to estates for new tenancy.
Income	(10,000)	0	10,000	Transfer budget to estates for new tenancy.
	11,567	0	(11,567)	
Corporate H&S				
Employee	0	93,468	93,468	Transfer of service from Environmental Health.
Transport	0	600	600	No major variances.
Supplies and Services	0	2,250	2,250	No major variances.
Income	0	(9,000)	(9,000)	Transfer of service from Environmental Health. £17,500 Reduced income to achievable level.
	0	87,318	87,318	
Total Corporate	2,820,679	2,817,991	(2,688)	

Legal and Governance Base budget 2026/27

Service	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
	£	£	£	
Ad Legal and Governance				
Employee Costs	104,960	106,547	1,587	No major variances.
Transport Related	2,194	2,194	0	No variances.
Supplies and Services	800	600	(200)	No major variances.
	107,954	109,341	1,387	
Legal Services				
Employee Costs	565,582	595,528	29,946	£38,864 Employee inflation & post revaluations. (£7,652) Pension adjustments.
Transport Related	3,588	2,644	(944)	No major variances.
Supplies and Services	79,810	79,810	0	No variances.
Income	(55,000)	(50,000)	5,000	No major variances.
	593,980	627,982	34,002	
Members Services				
Employee Costs	223,125	226,891	3,766	£6,704 Employee inflation. (£2,938) Pension adjustments.
Transport Related	7,981	7,981	0	No variances.
Supplies and Services	406,967	410,860	3,893	No major variances.
	638,073	645,732	7,659	
Registration Services				
Employee Costs	159,956	160,088	132	No major variances.
Premises Costs	2,600	2,600	0	No variances.
Transport Related	400	450	50	No major variances.
Supplies and Services	62,425	225,189	162,764	£160,000 Grants and Contributions.
Income	(1,500)	(1,500)	0	No variances.
	223,881	386,827	162,946	
Total Legal and Governance	1,563,888	1,769,882	205,994	
Total Corporate	4,384,567	4,587,873	203,306	

Resources Base Budget 2026/27**Assistant Director Finance Assets and Revenues**

	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
Service	£	£	£	
Ad Finance, Assets and Revenues				
Employee Costs	94,103	97,299	3,196	£12,392 Employee Inflation. (£8,495) Supplement and Training Savings. £701 Pension Adjustment.
Transport Related	1,219	300	(919)	Travelling Allowance Lump Sum.
Supplies and Services	160	100	(60)	Subsistence.
	95,482	97,699	2,217	
Admin Buildings				
Premises Costs	561,232	528,762	(32,470)	£18,242 Business Rates, £4,416 Repairs and Maintenance and Grounds Maintenance, £2,300 Premises Insurance, (£9,973) Contract and window cleaning, (£46,005) Utilities.
Supplies and Services	35,764	43,480	7,716	Telephone rentals and marketing.
Transfer Payments	149,849	204,033	54,184	Increase in Internal Service Charges (NNDC share of running costs for Fakenham and Cromer).
Capital Financing Income	30,487	30,487	0	No variances.
	(467,356)	(407,206)	60,150	£18,390 Rental Income. £42,329 Recharge increase to tenants in relation to service chargeable costs (Repairs and Maintenance, Utilities, Cleaning, Health and Safety, Telephone Charges and Insurance Premiums).
	309,976	399,556	89,580	
Amenity Lighting				
Premises Costs	43,221	34,033	(9,188)	Electricity savings.
	43,221	34,033	(9,188)	
Benefits Subsidy				
Transfer Payments	20,021,089	15,674,027	(4,347,062)	Based on mid year estimate of expenditure - subsidy based on 100% including recoverable overpayments.
Income	(20,021,089)	(15,674,027)	4,347,062	Based on mid year estimate of expenditure - subsidy based on 100% including recoverable overpayments.
	0	0	0	
Car Parking				
Premises Costs	771,170	770,550	(620)	£11,220 Repairs and Maintenance, £5,000 Rent/Hire/Purchase of land and £2,300 Grounds Maintenance. (£5,928) Electricity saving, (£13,232) Transfer to Supplies and Services.
Supplies and Services	362,425	412,752	50,327	£13,232 Transfer from Premises Costs. £32,547 Management Fee increases. £2,350 Cleansing Contract. £2,168 Growth in relation to Tariff changes / notice etc for car parking charges.
Capital Financing Income	55,829	55,829	0	No variances.
	(3,851,874)	(4,033,050)	(181,176)	(£30,000) Excess Parking, (£5,000) EVCP Income, £1,365 Rental Income. (£148,973) Car parking fee income. (£18,568) Season Ticket income. £20,000 Revenue Contribution to Capital Outlay.
Internal Income	(10,000)	(10,000)	0	No variances.
	(2,672,450)	(2,803,919)	(131,469)	
Central Costs				
Employee Costs	35,500	35,500	0	No variances.
Supplies and Services	15,500	15,500	0	No variances.
	51,000	51,000	0	

Service	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
	£	£	£	
Chalets/Beach Huts				
Premises Costs	37,158	30,854	(6,304)	Transfer to Other Lettings.
Supplies and Services	20,200	15,230	(4,970)	(£6,200) Equipment, Marketing and Health and Safety Savings. £1,230 Other Professional Fees and Legionella Surveys.
Capital Financing Income	4,530	4,530	0	No variances.
	(332,000)	(364,840)	(32,840)	Rental Income.
	(270,112)	(314,226)	(44,114)	
Community Centres				
Premises Costs	11,280	11,730	450	Premises Insurance.
Capital Financing	1,460	1,460	0	No variances.
	12,740	13,190	450	
Corporate & Democratic Core				
Employee Costs	437	437	0	No variances.
Transport Related	100	100	0	No variances.
Supplies and Services	491,415	408,465	(82,950)	£20,970 Bank Charges. (£104,580) Audit Fee Saving.
	491,952	409,002	(82,950)	
Corporate Finance				
Employee Costs	581,559	590,308	8,749	£15,799 Employee Inflation. (£7,994) Pension Adjustment. £944 Transfer from Transport.
Transport Related	1,044	100	(944)	Transfer to Employee Costs.
Supplies and Services	32,008	38,510	6,502	£4,413 Subscriptions. £2,089 Other Professional Fees and Computer Purchases - Software Inflation.
Capital Financing	13,631	13,631	0	No variances.
	628,242	642,549	14,307	
Cromer Pier				
Premises Costs	155,590	157,060	1,470	(£2,000) Transfer to Supplies and Services. £3,470 Premises Insurance.
Supplies and Services	21,000	23,000	2,000	Transfer from Premises Costs.
Capital Financing	72,849	72,849	0	No variances.
	249,439	252,909	3,470	
Estates				
Employee Costs	250,040	251,146	1,106	£5,813 Employee Inflation. (£4,707) Pension Adjustment.
Premises Costs	5,840	6,280	440	Premises Insurance.
Transport Related	4,000	2,000	(2,000)	Travelling Allowance saving.
Supplies and Services	25,600	24,850	(750)	Equipment and Subscription savings.
Income	(2,780)	(3,020)	(240)	Increase in recovery of Shared Equity Insurance premiums.
Capital Salaries	(1,800)	(1,800)	0	No variances.
	280,900	279,456	(1,444)	
Industrial Estates				
Premises Costs	34,914	46,467	11,553	£4,370 Premises Insurance. £3,216 Repairs and Maintenance. £3,500 Business Rates growth due to vacant units in North Walsham.
Capital Financing Income	24,189	24,189	0	No variances.
	(236,353)	(237,936)	(1,583)	(£5,978) Recharge increase to tenants in relation to service chargeable costs (Repairs and Maintenance and Grounds Maintenance). £4,395 Lower Rental income due to vacant units in North Walsham.
	(177,250)	(167,280)	9,970	

Service	Base Budget	Base Budget	Movement	Movement Explanation
	2025/26	2026/27	£	£
It - Support Services				
Employee Costs	1,110,382	1,164,412	54,030	See Note A Below:
Transport Related	800	1,020	220	Public Transport.
Supplies and Services	1,018,634	1,065,265	46,631	£1,525 Subscription transfer from Programme and Project Management. £32,791 Computer Costs. £15,115 Software growth. (£4,556) Other Professional Fee savings.
Capital Financing	206,587	206,587	0	No variances.
	2,336,403	2,437,284	100,881	

Note A: £46,471 Post transfer from Programme and Project Management. £28,458 Employee Inflation. £8,875 Growth in relation to making post permanent in Applications Team. (£14,057) Savings due to restructure within The Web team. (£15,717) Pension Adjustment.

Insurance & Risk Management

Employee Costs	58,150	60,320	2,170	Employee Inflation.
Transport Related	11,670	11,880	210	Vehicle Insurance Inflation.
Supplies and Services	154,010	154,740	730	£5,930 Public Liability and Public Health Act Insurance Inflation. (£5,200) Cash in Transit, All Risks Insurance and Theft of Contents Insurance savings.
	223,830	226,940	3,110	

Internal Audit

Supplies and Services	90,846	81,000	(9,846)	Audit Fee saving.
	90,846	81,000	(9,846)	

Investment Properties

Premises Costs	217,342	255,034	37,692	See Note A Below:
Supplies and Services	2,079	2,500	421	£330 Transfer from NNIC. £131 Transfer from Premises Costs. £40 Marketing Inflation. (£80) Growth Insurance Engineering.
Capital Financing	111,696	114,347	2,651	Transfer from NNIC.
Income	(221,927)	(298,893)	(76,966)	See Note B Below:
	109,190	72,988	(36,202)	

Note A: Transfers: £18,586 from NNIC, £6,343 from Chalets/Beach Huts, £131 to Supplies and Services. Growth: £7,600 Contract Cleaning and Repairs and Maintenance for 26 Louden Road (old NNIC). Inflation: £3,390 Insurance, £3,318 Repairs and Maintenance, £2,800 Grounds Maintenance and (£4,354) Utilities.

Note B: Transfers: (£10,000) from NNIC. Inflation: (£26,538) Service Chargeable Cost recovery. (£14,000) Rental Income. £1,611 Decrease in Internal Service Charge from Rocket House to Public Conveniences. Growth in relation to 26 Louden Road: (£10,840) Service Chargeable Cost recovery, (£16,500) Rental Income.

Non Distributed Costs

Employee Costs	276,280	276,280	0	No variances.
IAS 19 Adjustment	(276,280)	(276,280)	0	No variances.
	0	0	0	

Playgrounds

Premises Costs	31,450	32,450	1,000	Grounds maintenance inflation.
Supplies and Services	63,237	63,492	255	Other Professional Fees inflation.
	94,687	95,942	1,255	

Poppyfields

Premises Costs	3,425	2,925	(500)	Repairs and Maintenance saving.
Supplies and Services	20,100	19,700	(400)	Equipment Purchases saving.
	23,525	22,625	(900)	

Service	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
	£	£	£	
Property Services				
Employee Costs	597,381	604,981	7,600	£17,268 Employee Inflation. (£9,868) Pension Adjustment.
Premises Costs	2,040	227,180	225,140	Premises Insurance inflation. £225,000 One off growth in relation to the following works: NNDC Cromer Roof Leaks and replacement of PV Panels, Stalham Green Pond and Super Structure works on Cromer Pier.
Transport Related	29,850	23,908	(5,942)	Electric van to become capital cost.
Supplies and Services	20,261	19,731	(530)	Mobile phone rentals.
Capital Financing	16,354	16,354	0	No variances.
	665,886	892,154	226,268	
Public Conveniences				
Premises Costs	775,800	781,408	5,608	Inflation in relation to: £15,500 Contract Cleaning, £5,531 Business Rates and (£15,623) Electricity.
Supplies and Services	41,100	42,540	1,440	Minor inflationary increases.
Transfer Payments	17,224	15,613	(1,611)	Decrease in Internal Service Charges to Rocket House toilets.
Capital Financing	139,989	139,989	0	No variances.
	974,113	979,550	5,437	
Revenue Services				
Employee Costs	1,014,776	1,032,922	18,146	£25,567 Employee Inflation. £5,162 Net movement of posts funded by reserves. (£12,583) Pension Adjustment.
Transport Related	1,844	2,344	500	Travelling Allowance Growth.
Supplies and Services	183,173	178,991	(4,182)	£2,000 Postage costs inflation. (£6,467) Net movement of software funded by reserves.
Income	(454,130)	(473,000)	(18,870)	Collection Fund Demand - District inflation.
	745,663	741,257	(4,406)	
Surveyors Allotments				
Premises Costs	6,500	6,650	150	Repairs and Maintenance.
Income	(50)	(50)	0	No variances.
	6,450	6,600	150	
Total Finance, Assets and Revenues	4,313,733	4,450,309	136,576	

Resources Base Budget 2026/27

Assistant Director - Sustainable Growth

Service	Base Budget	Base Budget	Movement	Movement	Explanation
	2025/26	2026/27			
Ad Sustainable Growth					
Employee Costs	94,934	95,581	647	0	No major variances.
Transport Related	1,944	1,944	0	0	No variances.
Supplies and Services	200	200	0	0	No variances.
	97,078	97,725	647		
Business Growth Staffing					
Employee Costs	243,910	237,501	(6,409)	(£8,572)	Pension adjustments. (£5,614) Surplus saving from previously removed post. £7,777 Employee inflation.
Transport Related	5,376	4,432	(944)	0	No major variances.
Supplies and Services	100	100	0	0	No variances.
	249,386	242,033	(7,353)		
Coast Protection					
Employee Costs	356,548	320,421	(36,127)	(£28,224)	Changes in Coastwise employees offset by reduced capital salaries. (£7,903) Pension adjustment.
Premises Costs	156,038	288,078	132,040	£125,000	new budget for reactive coastal works. £7,500 inflation on sea defences.
Transport Related	944	944	0	0	No variances.
Supplies and Services	64,950	32,500	(32,450)	0	Budget transferred to coastal management.
Capital Financing	503,880	503,880	0	0	No variances.
Capital Salaries	(331,748)	(303,524)	28,224	0	Reduced income offset by above.
	750,612	842,299	91,687		
Coastal Management					
Employee Costs	346,510	324,245	(22,265)	(£24,228)	Fixed term post complete, funded from income. (£6,621) Pension adjustment. £9,584 Employee inflation.
Transport Related	11,163	9,720	(1,443)	0	No major variances.
Supplies and Services	2,620	33,870	31,250	0	Contributions budget transferred from coast protection.
Income	(69,057)	(45,143)	23,914	0	Fixed term post complete, externally funded.
	291,236	322,692	31,456		
Economic Growth					
Employee Costs	700	700	0	0	No variances.
Premises Costs	5,180	5,677	497	0	No major variances.
Supplies and Services	379,802	49,500	(330,302)	0	Completion of UK Shared Prosperity Fund.
Capital Financing	47,792	47,792	0	0	No variances.
Income	(330,302)	0	330,302	0	Completion of UK Shared Prosperity Fund.
	103,172	103,669	497		

Environmental Strategy

Employee Costs	169,823	130,407	(39,416) (£38,311) Fixed term posts complete, funded from income. (£5,020) Pension adjustments. £3,915 Employee inflation.
Transport Related	1,146	910	(236) No major variances.
Supplies and Services	71,050	51,050	(20,000) Reduced reserve funded expenditure.
Income	(42,391)	0	42,391 Fixed term posts complete, externally funded.
	199,628	182,367	(17,261)

Housing Strategy

Employee Costs	135,187	138,869	3,682 No major variances.
Transport Related	1,644	1,644	0 No variances.
Supplies and Services	11,000	11,000	0 No variances.
Capital Financing	761,647	761,647	0 No variances.
	909,478	913,160	3,682

Tourism

Supplies and Services	56,000	121,025	65,025 £64,000 Economic Growth.
	56,000	121,025	65,025

Total Economic Growth

	2,656,590	2,824,970	168,380

Total Resources

	6,970,323	7,275,279	304,956

Service Delivery Base Budget 2026/27**Assistant Director Environment & Leisure Services**

	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
Service	£	£	£	
Ad Environmental & Leisure Svcs				
Employee Costs	99,402	95,681	(3,721)	Employee inflation.
Transport Related	1,744	1,744	0	No Variances.
Supplies and Services	100	100	0	No Variances.
	101,246	97,525	(3,721)	
Beach Safety				
Premises Costs	2,750	2,750	0	No Variances.
Supplies and Services	372,283	389,221	16,938	£7,100 Inflation on Cleansing contract. £9,918 RNLI Lifeguard contract inflation.
	375,033	391,971	16,938	
Civil Contingencies				
Employee Costs	89,173	90,085	912	No Major Variances.
Transport Related	944	944	0	No Major Variances.
Supplies and Services	5,690	5,490	(200)	No Major Variances.
	95,807	96,519	712	
Cleansing				
Supplies and Services	1,099,500	1,130,950	31,450	Cleansing contract inflation.
Income	(90,400)	(108,000)	(17,600)	Increased recharges for dog and litter bin empties.
	1,009,100	1,022,950	13,850	
Community Safety				
Employee Costs	8,886	8,512	(374)	No Major Variances.
Transport Related	500	500	0	No Major Variances.
Supplies and Services	5,000	5,000	0	No Major Variances.
	14,386	14,012	(374)	
Corporate Health and Safety				
Employee Costs	88,339	0	(88,339)	All budgets transferred to Corporate Services.
Capital Financing	600	0	(600)	All budgets transferred to Corporate Services.
Supplies and Services	2,250	0	(2,250)	All budgets transferred to Corporate Services.
Income	(26,500)	0	26,500	All budgets transferred to Corporate Services.
	64,689	0	(64,689)	
Environmental Contracts				
Employee Costs	388,275	402,427	14,152	£19,849 Employee inflation. (£5,697) Pension adjustments.
Transport Related	12,444	12,444	0	No Major Variances.
Supplies and Services	1,275	1,675	400	No Major Variances.
	401,994	416,546	14,552	
Environmental Protection				
Employee Costs	573,467	620,533	47,066	£32,627 Employee transfers from Public Protection. £22,040 Employee inflation. (£7,601) Pension adjustments.
Transport Related	21,096	20,040	(1,056)	Lower travelling allowances.
Supplies and Services	58,450	75,050	16,600	£15,000 Budget transfer from Public Protection for Private Water Sampling (PWS). £1,600 Subscriptions.
Capital Financing	37,620	37,620	0	No Variances.
Income	(14,500)	(41,500)	(27,000)	Transfer of PWS income from Public Protection.
	676,133	711,743	35,610	

Service Delivery Base Budget 2026/27**Assistant Director Environment & Leisure Services**

	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
Service	£	£	£	
Foreshore				
Employee Costs	20,129	17,669	(2,460)	(£1,499) Employee inflation. (£961) Pension adjustments.
Premises Costs	45,701	49,032	3,331	Inflation on electricity and insurance costs.
Transport Related	700	700	0	No Major Variances.
Supplies and Services	2,300	2,300	0	No Major Variances.
	68,830	69,701	871	
Internal Drainage Board Levies				
Premises Costs	576,672	637,937	61,265	Increase in Drainage Board Levies.
	576,672	637,937	61,265	
Leisure				
Employee Costs	179,456	184,173	4,717	£7,560 Employee inflation. (£2,843) Pension adjustments.
Transport Related	5,332	5,332	0	No Variances.
Supplies and Services	27,550	27,550	0	No Variances.
	212,338	217,055	4,717	
Leisure Complexes				
Premises Costs	141,923	230,175	88,252	£100,000 Growth in Leisure services offset by a reduction of (£11,748) on running costs.
Supplies and Services	5,510	19,610	14,100	£18,030 Contribution to Everyone Active towards Business rates. (£3,930) Lower insurance premiums.
	594,388	676,122	81,734	
Licensing				
Employee Costs	656,994	271,016	(385,978)	(£363,738) Budget transfer from Public Protection - separate budget requested specifically for Licensing staff. £8,024 Employee inflation. (£30,264) Pension adjustments.
Transport Related	14,938	3,388	(11,550)	Travelling Allowance budgets transferred from Public Protection.
Supplies and Services	63,930	30,460	(33,470)	Transfer of PWS costs to Public Protection.
Income	(282,358)	(254,358)	28,000	Transfer of PWS income to Public Protection.
	453,504	50,506	(402,998)	
Markets				
Employee Costs	5,458	4,325	(1,133)	No Major Variances.
Premises Costs	22,138	22,501	363	No Major Variances.
Supplies and Services	4,150	4,200	50	No Major Variances.
Income	(40,000)	(40,000)	0	No Major Variances.
	(8,254)	(8,974)	(720)	
Other Sports				
Premises Costs	11,110	11,780	670	No Major Variances.
Supplies and Services	32,800	32,800	0	No Major Variances.
Income	(8,700)	(9,000)	(300)	No Major Variances.
	35,210	35,580	370	

Service Delivery Base Budget 2026/27**Assistant Director Environment & Leisure Services**

	Base Budget 2025/26	Base Budget 2026/27	Movement	Movement Explanation
Service	£	£	£	
Parks & Open Spaces				
Premises Costs	275,240	282,863	7,623	This variance relates predominantly to inflation for the Grounds Maintenance contract.
Supplies and Services	66,000	68,200	2,200	Inflation on the Cleansing contract.
Capital Financing	1,368	1,368	0	No Variances.
Income	(8,250)	(8,250)	0	No Variances.
	334,358	344,181	9,823	
Pier Pavilion				
Premises Costs	3,000	3,000	0	No Variances.
Capital Financing	20,286	20,286	0	No Variances.
Income	(10,000)	(10,000)	0	No Variances.
	13,286	13,286	0	
Public Protection				
Employee Costs	0	350,488	350,488	£331,111 Budget transfer from Licensing specifically for Public Protection staffing. £19,377 Pension adjustments.
Transport Related	0	8,720	8,720	Budget transfer from Licensing.
Supplies and Services	0	14,200	14,200	Budget transfer from Licensing.
Income	0	(1,000)	(1,000)	Budget transfer from Licensing.
	0	372,408	372,408	
Recreation Grounds				
Premises Costs	7,200	7,450	250	No Major Variances.
Supplies and Services	7,300	7,550	250	No Major Variances.
Capital Financing	6,046	6,046	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	19,546	20,046	500	
Street Signage				
Supplies and Services	10,000	10,000	0	No Variances.
	10,000	10,000	0	
Travellers				
Premises Costs	6,959	7,108	149	Inflation on utilities.
Supplies and Services	57,700	60,476	2,776	Inflation on operating lease rental payments.
Capital Financing	6,104	6,104	0	No Variances.
Income	(1,000)	(1,000)	0	No Variances.
	69,763	72,688	2,925	
Waste Collection And Disposal				
Supplies and Services	6,112,401	7,712,285	1,599,884	See Note A below:
Capital Financing	764,192	764,192	0	No Variances.
Income	(4,981,482)	(5,322,195)	(340,713)	See Note B below:
	1,895,111	3,154,282	1,259,171	

Note A: £1,262,152 Growth in Environmental Services. £137,600 Inflation on Waste collection contract. Higher recycling processing costs - £143,626 Food waste, £22,000 Mixed Recyclables, £5,500 Commercial waste, £32,072 Garden waste, (£3,411) Lower Commercial waste disposal costs reflecting lower tonnage and a move to Food waste.

Note B: Additional Recycling Credit income - (£21,408) Mixed recyclables, (£23,757) Composting and (£164,848) Food waste. Additional fee income - (£76,200) Garden bins, (£34,500) Commercial waste collections and (£20,000) Bulky waste fee income.

Service Delivery Base Budget 2026/27**Assistant Director Environment & Leisure Services**

Service	Base Budget	Base Budget	Movement	Movement Explanation
	2025/26	2026/27	£	
Woodlands Management				
Employee Costs	194,722	200,304	5,582	£8,478 Employee inflation. (£2,896) Pension adjustments.
Premises Costs	52,831	54,408	1,577	Inflation for rents and utilities.
Transport Related	25,076	25,668	592	Maintenance checks on car leasing payments.
Supplies and Services	11,450	10,450	(1,000)	Budget not required for purchases for resale.
Capital Financing	5,449	5,449	0	No Variances.
Income	(69,960)	(60,000)	9,960	£10,000 savings bid from prior year.
	219,568	236,279	16,711	
Total Environment and Leisure	7,232,708	8,652,363	1,419,655	

Service Delivery Base Budget 2026/27
Assistant Director - Planning

Service	Base Budget	Base Budget	Movement £	Movement £	Explanation
	2025/26	2026/27			
	£	£			
AD Planning					
Employee Costs	127,004	122,981	(4,023)	0	No major variances.
Transport Related	1,325	1,325	0	0	No variances.
Income	(10,000)	(10,000)	0	0	No variances.
	118,329	114,306	(4,023)		
Building Control					
Employee Costs	547,287	515,142	(32,145)	(£26,785)	Pension adjustments. (£19,874) Complete fixed term post, reserve funded. £15,514 Employee inflation.
Transport Related	18,764	19,328	564	0	No major variances.
Supplies and Services	14,270	8,777	(5,493)	0	Savings in professional fees & subscriptions.
Income	(517,642)	(517,642)	0	0	No variances.
	62,679	25,605	(37,074)		
Conservation, Design & Landscape					
Employee Costs	344,405	338,417	(5,988)	(£13,502)	Pension adjustment. £7,514 Employee inflation.
Transport Related	7,909	7,910	1	0	No major variances.
Supplies and Services	31,350	34,850	3,500	0	No major variances.
	383,664	381,177	(2,487)		
Development Management					
Employee Costs	1,428,532	1,450,502	21,970	£51,096	Unachievable restructure added back and funded from additional income below. £38,038 Employee inflation. (£35,747) Pension adjustments. (£31,417) Transfer post budget to planning enforcement.
Transport Related	26,824	24,880	(1,944)	0	No major variances.
Supplies and Services	57,750	55,050	(2,700)	0	No major variances.
Capital Financing	76,501	76,501	0	0	No variances.
Income	(1,077,500)	(1,087,500)	(10,000)	(£55,000)	Additional income to fund above. (£30,000) Previously agreed income increases. £75,000 One off grant removed.
	512,107	519,433	7,326		
Planning Enforcement Team					
Employee Costs	202,310	256,016	53,706	£31,417	Post transfer from development management. £12,337 Employee inflation. £11,001 Saving added back as not achievable.
Transport Related	7,275	8,220	945	0	No major variances.
Supplies and Services	4,650	5,050	400	0	No major variances.
	214,235	269,286	55,051		
Planning Policy					
Employee Costs	397,744	402,146	4,402	£10,521	Employee inflation. (£6,710) Pension adjustments.
Transport Related	7,108	6,164	(944)	0	No major variances.
Supplies and Services	117,200	72,200	(45,000)	(£49,000)	Reduced local plan spend.
	522,052	480,510	(41,542)		

Service Delivery Base Budget 2026/27

Assistant Director - Planning

Service	Base Budget	Base Budget	Movement	Movement	Explanation
	2025/26	2026/27			
Property Information					
Employee Costs	131,690	134,211	2,521	No major variances.	
Transport Related	100	100	0	No variances.	
Supplies and Services	97,790	47,880	(49,910)	(£50,000)	One off migration costs funded from income.
Income	(178,450)	(100,950)	77,500	£50,000 one off income to fund above. £27,500 loss on income due to migration.	
	51,130	81,241	30,111		
Total Planning	1,864,196	1,871,558	7,362		

Service Delivery Base Budget 2026/27

Assistant Director People Services

Service	Base Budget	Base Budget	Movement	Movement Explanation
	2025/26	2026/27	£	£
Ad People Services				
Employee Costs	77,607	94,926	17,319	£4,205 Employee inflation. £10,680 Growth for a full time AD post following retirement of existing postholder.
Transport Related Supplies and Services	1,194 100	1,194 100	0 0	No Variances. No Variances.
	78,901	96,220	17,319	
Benefits Administration				
Employee Costs	1,162,567	1,042,550	(120,017)	£86,535 Employee inflation. (£88,299) Employee transfers to Community. (£97,566) Non-recurring items to offset fixed term contracts in People Services. (£19,687) Pension adjustments.
Transport Related Supplies and Services	2,832 56,350	3,388 56,100	556 (250)	No Major Variances. No Major Variances.
Capital Financing Income	31,700 (272,366)	31,700 (261,366)	0 11,000	No Major Variances. Lower New Burdens Grant Funding.
	981,083	872,372	(108,711)	
Community				
Employee Costs	959,971	689,851	(270,120)	£4,884 Employee inflation. £88,299 Employee transfers from Benefits Administration. (£320,977) Grant and Reserve funded posts. (£37,442) Pension adjustments.
Transport Related Supplies and Services	15,713 124,555	12,392 103,395	(3,321)	Reduced travelling costs for fixed term contract staff. (21,160) (£15,160) Completion of fixed term contract costs in People Services. (£5,000) Lower grant contributions.
Income	(233,512)	0	233,512	Reduced grant income.
Internal Income (Capital Salaries)	(281,360)	(251,856)	29,504	Reduced DFG grant.
	585,367	553,782	(31,585)	
Homelessness				
Premises Costs	130,594	129,778	(816)	Inflation and savings relating to utility budgets.
Supplies and Services	949,658	1,064,000	114,342	£129,000 Higher Rent Deposits and B&B Charges offset by savings of (£14,658) relating to Locata licences and contributions.
Capital Financing Income	83,963 (1,747,767)	83,963 (1,201,453)	0 546,314	No Variances. (£120,000) Higher recoverable income to offset higher B&B charges. (£5,000) Higher contributions from clients towards Locata costs. £672,184 Grant income not budgeted - however, when received, this will be allocated to offset staffing costs and Homelessness Prevention activities.
	(583,552)	76,288	659,840	

Service Delivery Base Budget 2026/27

Assistant Director People Services

Service	Base Budget	Base Budget	Movement	Movement Explanation
	2025/26	2026/27	£	£
Housing Options				
Employee Costs	826,240	486,850	(339,390)	(£309,080) Completion of fixed term contracts in People Services. (£30,310) Pension adjustments.
Transport Related Supplies and Services	5,000 4,144	4,629 4,000	(371) (144)	Reduced lump sum travelling costs. No Major Variances.
	835,384	495,479	(339,905)	
Total People Services	1,897,183	2,094,141	196,958	
Total Service Delivery	10,994,087	12,618,062	1,623,975	

Capital Programme - Budget Monitoring 2025/26											
Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget	Budget
					2025/26						
Our Greener Future											
					£	£	£	£	£	£	£
Cromer Offices LED Lighting Programme	178,796	172,715	6,081	6,081	0	0	0	0	0	0	0
Cromer Coast Protection Scheme	19,534,841	18,438,774	1,096,067	1,037,656	58,411	0	0	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	76,664	13,336	0	13,336	0	0	0	0	0	0
Mundesley Coastal Management Scheme	8,699,998	7,560,192	1,139,806	716,083	423,724	0	0	0	0	0	0
Coastal Management Fund	950,000	108,250	591,750	11,230	580,520	250,000	0	0	0	0	0
Coastwise	14,609,914	1,213,564	7,248,638	916,702	6,331,937	6,147,712	0	0	0	0	0
Purchase of Bins	600,000	150,000	178,476	21,394	157,082	150,000	150,000	0	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	819	64,361	0	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	163,832	236,168	1,750	234,418	0	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	1,218	148,782	3,415	145,367	0	0	0	0	0	0
Coastal Defences	600,000	150,000	150,000	50,845	99,155	150,000	150,000	0	0	0	0
Fakenham Sports Centre Decarbonisation	514,300	0	171,400	15,000	156,400	342,900	0	0	0	0	0
Waste Vehicles & Food Waste Bins	1,972,750	16,750	1,956,000	0	1,956,000	0	0	0	0	0	0
Overstrand Seawall Works	1,280,000	0	1,280,000	0	1,280,000	0	0	0	0	0	0
			14,315,002	2,780,974	11,534,027	7,040,612	300,000	0	0	0	0

Capital Programme - Budget Monitoring 2025/26											
Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	
Developing Our Communities											
Public Conveniences (Sheringham & North Walsham)	565,514	542,818	22,696	23,555	(859)	0	0	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	277,998	92,002	74,320	17,682	0	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,384,000	1,086,033	297,967	0	297,967	0	0	0	0	0	0
North Walsham 3G Facility	860,000	12,432	847,568	0	847,568	0	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	20,859	979,141	684,743	294,398	0	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,608,177	252,823	51,721	201,102	0	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0	0
New Play Area (Sheringham, The Lees)	120,000	48,571	71,429	71,889	(460)	0	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	11,630,000	539,514	11,090,486	1,638,865	9,451,621	0	0	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	16,665	16,468	197	0	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	89,497	4,003	0	4,003	0	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0	0
Itteringham Shop Roof Renovation	20,000	0	20,000	0	20,000	0	0	0	0	0	0
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0	0
Public Conveniences Renovation, Holt Country Park	50,000	0	50,000	5,005	44,995	0	0	0	0	0	0
Holt Country Park Eco Learning Space	140,000	0	140,000	0	140,000	0	0	0	0	0	0
Holt Country Park Play Equipment	85,000	0	85,000	0	85,000	0	0	0	0	0	0
			14,337,003	2,566,566	11,770,437	0	0	0	0	0	0

Capital Programme - Budget Monitoring 2025/26											
Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	
Meeting Our Housing Needs											
Disabled Facilities Grants	12,079,040	Annual Programme	2,079,040	689,178	1,389,863	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	383,835	0	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	2,054,373	1,425,212	629,161	160,000	469,161	0	0	0	0	0	0
Council Owned Temporary Accommodation	6,346,584	4,762,007	1,584,577	854,275	730,302	0	0	0	0	0	0
Housing S106 Enabling	2,500,000	1,136,000	1,064,000	0	1,064,000	300,000	0	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	310,000	30,000	0	0	0	0	0	0
			6,080,613	2,013,452	4,067,161	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

Capital Programme - Budget Monitoring 2025/26												
Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget		
					2025/26							
Investing In Our Local Economy And Infrastructure												
		£	£	£	£	£	£	£	£	£	£	
Rocket House	1,077,085	224,638	852,447	137,998	714,449	0	0	0	0	0	0	
Property Acquisitions	710,000	9,133	700,868	0	700,868	0	0	0	0	0	0	
Chalet Refurbishment	125,000	72	124,928	15,242	109,686	0	0	0	0	0	0	
Marrams Building Renovation	50,000	3,487	46,513	0	46,513	0	0	0	0	0	0	
Car Parks Refurbishment	601,000	129,200	411,800	16,523	395,276	60,000	0	0	0	0	0	
Marrams Footpath and Lighting	290,000	52,627	237,373	7,975	229,398	0	0	0	0	0	0	
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	165,351	75,138	90,213	74,945	15,269	0	0	0	0	0	0	
UK Shared Prosperity Fund	474,196	399,403	74,793	15,000	59,793	0	0	0	0	0	0	
Rural England Prosperity Fund	1,895,110	1,457,851	437,259	407,537	29,722	0	0	0	0	0	0	
New Fire Alarm and Fire Doors in Cromer Offices	150,000	149,214	786	400	386	0	0	0	0	0	0	
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	25,113	29,887	0	0	0	0	0	0	
Collectors Cabin Roof	30,000	375	29,625	15,975	13,650	0	0	0	0	0	0	
Sunken Gardens Improvements, Marrams, Cromer	150,000	0	150,000	1,260	148,740	0	0	0	0	0	0	
Weybourne Car Park Improvements	20,000	0	20,000	15,000	5,000	0	0	0	0	0	0	
			3,231,603	732,968	2,498,635	60,000	0	0	0	0	0	

Capital Programme - Budget Monitoring 2025/26										
Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	300,000	180,000	60,000	15,037	44,963	60,000	0	0	0	0
New Revenues and Benefits System	200,720	0	200,720	200,000	720	0	0	0	0	0
Customer Services C3 Software	32,600	0	32,600	23,375	9,225	0	0	0	0	0
Property Services Asset Management Database	30,000	0	30,000	9,900	20,100	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	0	40,000	0	40,000	0	0	0	0	0
			363,320	248,312	115,008	60,000	0	0	0	0
Totals	38,327,541	8,342,273	29,985,268	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

2025/26 Capital Programme Financing Table		Budget 2025/26	Actual Expenditure 2025/26	Remaining Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
Grants	24,523,160	6,230,574	18,292,586	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	3,780,000	776,564	3,003,436	300,000	0	0	0	0	0
Reserves	1,438,049	366,623	1,071,426	278,600	0	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0	0
Capital receipts	2,952,942	683,903	2,269,039	610,000	300,000	0	0	0	0
Borrowing	5,613,390	269,609	5,343,781	124,300	0	0	0	0	0
Total	38,327,541	8,342,273	29,985,268	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000

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Reserves Statement Budget 2026-27 onwards

Reserve	Purpose and Use of Reserve	Balance	Updated	Forecast	Forecast	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted	
		01/04/25	Budgeted Movement 2025/26	2025/26	Balance 01/04/26	Movement 2026/27	01/04/27	Movement 2027/28	01/04/28	Movement 2028/29	01/04/29	Movement 2029/30	
£	£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,825,161	(14,706)	(139,706)	2,685,455	303,844	2,989,299	0	2,989,299	0	2,989,299	0	2,989,299
Earmarked Reserves:													
Capital Projects	To provide funding for capital developments and purchase of major assets.	474,807	(474,807)	(474,807)	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	427,948	(172,169)	(172,169)	255,779	300,000	555,779	0	555,779	0	555,779	0	555,779
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	727,822	(51,567)	(51,567)	676,255	0	676,255	0	676,255	0	676,255	0	676,255
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	105,085	(19,874)	(19,874)	85,211	0	85,211	0	85,211	0	85,211	0	85,211
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	1,683,890	(18,000)	(18,000)	1,665,890	(18,000)	1,647,890	(18,000)	1,629,890	(18,000)	1,611,890	0	1,611,890
Coast Protection	To support the ongoing coast protection maintenance programme ands carry forward funding between financial years.	219,393	0	0	219,393	0	219,393	0	219,393	0	219,393	0	219,393
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	168,941	0	0	168,941	(160,000)	8,941	0	8,941	0	8,941	0	8,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	1,117,423	(609,432)	(609,432)	507,991	(50,000)	457,991	0	457,991	0	457,991	0	457,991
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	178,079	0	(34,000)	144,079	0	144,079	0	144,079	0	144,079	0	144,079
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	123,000	60,000	60,000	183,000	0	183,000	0	183,000	0	183,000	0	183,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	39,884	0	0	39,884	0	39,884	0	39,884	0	39,884	0	39,884
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	668,414	0	0	668,414	0	668,414	0	668,414	0	668,414	0	668,414
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	1,283,233	1,283,233	1,283,233	0	1,283,233	0	1,283,233	0	1,283,233	0	1,283,233

Reserves Statement Budget 2026-27 onwards

Reserve	Purpose and Use of Reserve	Balance	Updated	Forecast	Forecast	Budgeted	Balance	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted	
		01/04/25	Budgeted Movement 2025/26	2025/26	Balance 01/04/26	Movement 2026/27	01/04/27	Movement 2027/28	Balance 01/04/28	Movement 2028/29	Balance 01/04/29	Movement 2029/30	
		£	£	£	£	£	£	£	£	£	£	£	
Grants	Revenue Grants received and due to timing issues not used in the year.	2,719,520	(95,159)	(237,660)	2,481,860	(83,854)	2,398,006	(19,720)	2,378,286	(20,020)	2,358,266	0	2,358,266
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	1,551,341	(284,460)	(284,460)	1,266,881	(219,959)	1,046,922	(59,513)	987,409	0	987,409	0	987,409
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	593,019	0	0	593,019	0	593,019	0	593,019	0	593,019	0	593,019
Land Charges	To mitigate the impact of potential income reductions.	250,052	0	0	250,052	0	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	52,914	(4,579)	(4,579)	48,335	0	48,335	0	48,335	0	48,335	0	48,335
Local Government Reorganisation	To provide for costs associated with the implementation of Local Government Reorganisation.	0	0	0	0	750,000	750,000	0	750,000	0	750,000	0	750,000
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	456,327	(50,000)	(50,000)	406,327	0	406,327	0	406,327	0	406,327	0	406,327
Net Zero Initiatives	to support the Councils Net Zero programme	384,037	(21,400)	(21,400)	362,637	(278,600)	84,037	0	84,037	0	84,037	0	84,037
New Homes Bonus (NH)	Established for supporting communities with future growth and development and Plan review*	118,315	(83,763)	(45,763)	72,552	0	72,552	0	72,552	0	72,552	0	72,552
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	98,881	0	0	98,881	0	98,881	0	98,881	0	98,881	0	98,881
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	0	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	278,433	46,763	46,763	325,196	12,000	337,196	50,000	387,196	50,000	437,196	50,000	487,196
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	699,748	0	(159,205)	540,543	0	540,543	0	540,543	0	540,543	0	540,543
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	515,337	515,337	515,337	285,000	800,337	400,000	1,200,337	400,000	1,600,337	400,000	2,000,337
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	0	300,000	0	300,000	0	300,000	0	300,000	0	300,000
Total Reserves		16,502,000	5,417	(417,289)	16,084,711	840,431	16,925,142	352,767	17,277,909	411,980	17,689,889	450,000	18,139,889

Capital Bids 2026/27

Scheme	Total Scheme Cost £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £
Our Greener Future					
Environmental Services Infrastructure Upgrade	760,000	760,000	0	0	0
NNDC Cromer Office Solar Panels	60,000	60,000	0	0	0
Developing our Communities					
Play Area Equipment	120,000	120,000	0	0	0
Cromer Pier Substructure Works	3,670,000	470,000	1,030,000	2,170,000	0
Cromer Pier Fire Service Dry Riser	100,000	100,000	0	0	0
Melbourne Slope, Cromer Public Realm & Shelter	30,000	30,000	0	0	0
Newgate Lane, Wells, Public Conveniences	40,000	40,000	0	0	0
Meeting our Housing Needs					
Purchase of Temporary Accommodation	4,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investing In Our Local Economy And Infrastructure					
Cornish Way Industrial Units Roof Renovations	500,000	500,000	0	0	0
Fakenham Connect Roof and Fire Doors	100,000	100,000	0	0	0
The Watch House Cliff Stabilisation Works	400,000	400,000	0	0	0
North Lodge Car Park	250,000	250,000	0	0	0
The Cedars Renovations	240,000	240,000	0	0	0
Car Park Improvements	325,000	325,000	0	0	0
Drs Steps, Cromer	70,000	70,000	0	0	0
Investing In Our Local Economy And Infrastructure					
Reprographics Guillotine	15,000	15,000	0	0	0
Total Capital Bids	10,680,000	4,480,000	2,030,000	3,170,000	1,000,000

Capital Programme Financing	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £
Grants	1,000,000	1,000,000	1,000,000	1,000,000
Other Contributions	75,000	0	0	0
Asset Management Reserve	0	0	0	0
Major Projects Reserve	0	0	0	0
Delivery Plan Reserve	0	0	0	0
Capital Projects Reserve	0	0	0	0
Net Zero Reserve	0	0	0	0
Second Homes Premium	0	0	0	0

Scheme	Total Scheme Cost	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
	£	£	£	£	£
Revenue Contribution to Capital (RCCO)		0	0	0	0
Capital Receipts		15,000	0	0	0
Internal / External Borrowing		3,390,000	1,030,000	2,170,000	0
TOTAL FINANCING		4,480,000	2,030,000	3,170,000	1,000,000
Total requested costs				10,680,000	

Cabinet Work Programme – January to March 2026					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
January 2026					
Cabinet	19 Jan 2026	Recommendation from PPBH Working Party – NNDC Design Guide	Cllr T Adams Steve Blatch Chief Executive	A Strong, responsible and Accountable Council	
Cabinet	19 Jan 2026	Draft Budget proposals 2026/2027 & update on financial settlement	Cllr L Shires Don McCallum Director for Resources	A Strong, responsible and Accountable Council	
Cabinet	19 Jan 2026	FLASH – granting of lease to UK Power Networks	Cllr L Withington Renata Garfoot Estates & Asset Strategy Manager	Developing our Communities	May contain exempt information
Cabinet	19 Jan 2026	Local Authority Housing Fund Round 4 – purchase of Temp Acc.	Cllr J Boyle Nicky Debbage Housing Strategy & Delivery Manager	Meeting Local Housing Need	 May contain exempt information
February 2026					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	02 Feb 2026	Budget 2026/2027	Cllr L Shires Don McCallum Director for Resources	A Strong, responsible and Accountable Council	
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	Capital Strategy 2026/2027	Cllr L Shires <i>Dan King</i> <i>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</i> <i>Assistant Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
GRAC	12 Feb 2026				
Council	18 Feb 2026				
Cabinet	02 Feb 2026	Medium Term Financial Strategy 2026 onwards	Cllr L Shires <i>Don McCallum</i> <i>Director for Resources</i>	<i>A Strong, responsible and Accountable Council</i>	<i>May go to O&S first for early sight – in Dec</i>
Scrutiny	11 Feb 2026				
Council	18 Feb 2026				
Cabinet	02 Feb 2026	Sheringham Enabling Land	Lucy Shires <i>Renata Garfoot</i> <i>Estates & Asset Strategy Manager</i>	<i>Investing in local economy & infrastructure</i>	<i>May contain exempt information</i> 
Cabinet	02 Feb 2026	Marrams, Cromer	Lucy Shires <i>Renata Garfoot</i> <i>Estates & Asset Strategy Manager</i>	<i>Investing in local economy & infrastructure</i>	<i>May contain exempt information</i> 



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)

Cabinet	02 Feb 2026	Norfolk Police & Crime Panel Funding	Tim Adams Emma Denny Democratic Services & Governance Manager	A Strong, responsible and Accountable Council	
Cabinet	02 Feb 2026	Neatishead Conservation Area Appraisal	Andew Brown Chris Young Conservation, Design & Landscape Manager	Developing our Communities	
March 2026					
Cabinet	09 Mar 2026	Reporting Progress Corporate Plan 2023 – 2027 End Q3 – delivery against Action Plan	Tim Adams Steve Hems Director for Service Delivery	A Strong, responsible and Accountable Council	
Cabinet	09 Mar 2026	Statutory Biodiversity Reporting	Andrew Brown Ben Jervis Senior Landscape Officer		
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
April 2026					
Cabinet	14 Apr 2026	Draft Homelessness and Rough Sleeping Strategy	Cllr J Boyle Karen Hill AD for People Services	Meeting Local Housing need	
Scrutiny	22 Apr 2026				



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Council	29 Apr 2026 (tbc)				
Future Items – Dates to be confirmed					
Cabinet Scrutiny Council		Asset Management Plan	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	FC approval required – Policy Framework <i>Could go to GRAC</i>
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
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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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

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 recommendations to Cabinet	Annual Pre-scrutiny	Cllr L Shires	Full Council
Non-Domestic Business rates Policy 2026/2027	To review the Policy and make recommendations to Full Council	Annual overview	Cllr L Shires	Full Council
March 2026				
Budget Monitoring P10 2025-2026	To review the BM report and make any recommendations to Cabinet	Cyclical overview	Cllr L Shires	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 V. Holliday	Scrutiny
Future Items				

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

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

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Topic	Purpose	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
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 <i>(slipped to July at earliest as awaiting LGR decision)</i>	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	

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

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

April 2026

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Rural England Prosperity Fund <small>Worth considering seeing later (June/July) so Economic Growth have time to evaluate and consider impact as otherwise scheme would only just have ended.</small>	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
Homelessness & Rough Sleeping Strategy	Scrutiny of the Homelessness & Rough Sleeping Strategy – making recs to Full Council. <small>This item is going to Cabinet in April</small>	Scrutiny	Cllr J Boyle	FC

May 2026

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q4	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny	Cllr T Adams	Cabinet
June 2026				
Anglian Water	Progress report on AW actions following December Meeting	Scheduled Update overview	Cllr H Blathwayt	O&S
NHOSC Report	Update from recent NHOSC meeting	Quarterly	Cllr V Holliday	Scrutiny
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. Possibly with the additional focus of looking at the transition, and transfer of duties, to the new Mayoral office.	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	Cabinet

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

NHOSC Report	Update from recent NHOSC meeting	Quarterly	Cllr V Holliday	Scrutiny
October 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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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

December 2026

Council Tax Discount Determinations 2027/2028	To review the CT Discount Determinations and make recs to Full Council	Annual overview	Cllr L Shires	Full Council
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q2	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny	Cllr T Adams	Cabinet
NHOSC Report	Update from recent NHOSC meeting	Quarterly	Cllr V Holliday	Scrutiny
Anglian Water	Progress report on AW actions following June Meeting	Scheduled Update overview	Cllr H Blathwayt	O&S
Budget Savings Early pre-scrutiny of Budget Proposals 2027-2028	To consider savings proposals for 2027/28 and make any recs to Cabinet ahead of the Budget setting process	Annual Pre-scrutiny	Cllr L Shires	Cabinet

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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
15 October 2025				
Homelessness – Review of Data	<p>Actions:</p> <ul style="list-style-type: none"> - An executive summary to be provided in future reports with clear bullet points to key findings. - Reports should contain a manageable amount of data <p>(Assistant Director – People Services)</p>	O&S	<ul style="list-style-type: none"> - 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
17 September 2025				
NHOSC Update Report	<p>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.</p> <p>(Cllr J Boyle / Democratic Services & Governance Manager)</p>	O&S	<p>Letter sent via email on 26th September. Response awaited.</p> <p>(Not heard back as of 10th December 2026)</p>	In progress
09 April 2025				

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Rural England Prosperity Fund Update	Recommendation: That a copy of the report received from Central Government is shared with the committee <i>(Economic Growth Manager)</i>	O&S	The report has not been received (as of 3 rd December 2025 the Economic Growth team had not received any information or report from the Government and were not expecting one anytime soon.)	In progress
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