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Overview & Scrutiny Committee

NORTH NORFOLK DISTRICT COUNCIL

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Tuesday, 3 February 2026

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 11 February 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 S Penfold, Cllr P Bailey, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr P Heinrich, Cllr V Holliday, Cllr N Housden, Cllr M Gray, Cllr C Rouse, Cllr K Bayes and Cllr L Shires

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

IN TRAN communication for all

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

A G E N D A

Delegated Decisions November to December 2025	
Executive Summary	This report details the decisions taken under delegated powers from November to December 2025.
Options considered	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
Consultation(s)	Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.
Recommendations	**To receive and note the report and the register of decisions taken under delegated powers.**
Reasons for recommendations	The Constitution: Chapter 6, Part 2, details the functions which are delegated to officers. In addition, it requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate). The law requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website. These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer either - • under an express delegation granted at a meeting of Cabinet, Council or a Committee. • Or under a general delegation (where responsibility is delegated in the Constitution)
Background papers	Signed decision forms

12. CAPITAL STRATEGY 2026/2027 29 - 44

To review the Capital Strategy for 2026-2027 and make any recommendations to Full Council.

Capital Strategy Report 2026-27

Executive Summary	This report sets out the Council's Capital Strategy for the year 2026/27. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
Options considered	This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
Consultation(s)	Section 151 Officer
Recommendations	To recommend to Full Council that the Capital Strategy 2026/27 is approved.
Reasons for recommendations	The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
Background papers	CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition). CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).

13. DRAFT REVENUE BUDGET 2026-2027 45 - 90

To review the draft Budget proposals for 2026-2027 and make any recommendations to Full Council

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)	The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 11 February 2026. 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.
Recommendations	1. That Cabinet consider the proposed balanced budget including movement in reserves and recommended approval to full Council. 2. 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. 3. To approve the creation of an £0.75m Ear Marked Reserve to mitigate the Revenue costs of Local Government Reorganisation. 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.

14. MEDIUM TERM FINANCIAL STRATEGY 2026 ONWARDS 91 - 122

Scrutiny of the MTFS – To review and to recommend to Full Council.

15. NON-DOMESTIC BUSINESS RATES POLICY 2026/2027 123 - 154

To review the Policy and make recommendations to Full Council.

Non-Domestic (Business) Rates Policy 2026-27	
Executive Summary	The Non-Domestic (Business) Rates Policy 2026-27 has been revised to reflect the changes to schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.
Options considered.	The policy is discretionary, so members can decide not to agree to the recommendations.
Consultation(s)	The Government expects local authorities to use their discretionary relief powers to grant these reliefs. The Supporting Small Business Relief, Hardship Relief, Film Studios Relief, Flood Relief, Electric Vehicle Charging Points and Electric Vehicle Only Forecourts relief, Pubs and live music venues relief and Retail Hospitality and Leisure Relief up to 31/03/26. All of these (except the Hardship Policy) will be compensated in full for our loss of rates income. This compensation will be paid by section 31 grant and calculated based on the returns that the council makes under the rates retention scheme. The Council's Discretionary Rate Relief Policy has been revised to reflect these changes.
Recommendations	1. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A. 2. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as indicated in Appendix C. 3. It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.

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

WORK PROGRAMMES

16. THE CABINET WORK PROGRAMME 155 - 158

To note the upcoming Cabinet Work Programme.

17. OVERVIEW & SCRUTINY WORK PROGRAMME AND ACTION TRACKER 159 - 170

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

18. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 28 January 2026 in the Council Chamber - Council Offices at 9.30 am

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

Members also attending:
Cllr L Shires (PH for Finance, Estates and Property Services)
Cllr T Adams (Leader of the Council)
Cllr L Withington (PH for Community, Leisure and Outreach)
Cllr J Boyle (PH for Housing and People Services)
Cllr J Toye (PH for Sustainable Growth)
Cllr A Brown (PH for Planning and Enforcement)
Cllr M Batey
Cllr M Taylor (Vice-Chairman of the Council)

Officers in Attendance: Director for Resources (DFR), Democratic Services Governance Officer (DSGO), Assistant Director for Finance and Assets (ADFA) Deputy Monitoring Officer (DMO)

APOLOGIES FOR ABSENCE

Apologies were received from Cllr S Penfold.

108 SUBSTITUTES

None.

109 DECLARATIONS OF INTEREST

None.

110 MOBILE CONNECTIVITY REVIEW SESSION WITH MOBILE UK REPRESENTATIVE

The Chair introduced the item and the representatives attending the meeting, Gareth Elliott, Mobile UK, Director of Policy and Communications, and Menekse Meech, BT Business, Field Account Manager.

Cllr Gray thanked them both for attending and asked Mr Elliott what Mobile UK's latest assessment was for outdoor voice calling on the network. Mr Elliott introduced himself and explained he represented the three main Mobile Network Operators (MNOs): Virgin/O2, Vodafone/Three and EE. He subsequently informed the committee that regrettably he could not provide data on individual operator's plans. This was due to commercial sensitivity and confidentiality. Mr Elliott encouraged the Committee to engage with the MNOs directly to gain an insight into the requested information.

Mr Elliott explained that the MNOs were regulated to provide data to Ofcom which was available through the Map Your Mobile service. He was aware there were concerns about the veracity of that data and highlighted that the previous Minister, Sir Chris Bryant, updated the threshold for what would be deemed a good mobile signal, from a download speed of 2.5MB per second to 5MB per second. He did advise that it was a predicted signal coverage. MNOs could not provide a live coverage checker: it was a wireless signal, with many variables such as weather, trees, buildings and coastal location that could affect a reading from one day to the next.

As an organisation, Mobile UK had some reservations about how Streetwave data was collected, mainly in that it was only collected on roads that bin lorries could access and was a snapshot of signal strength at the time it was taken and not over a sustained period.

Mr Elliott said there was some good news on the investment that was coming in the next few years. All three MNOs were investing heavily in their networks. They had a commitment, with Government, for 5G standalone by 2030, with 90% of all populated areas to be covered. Vodafone/Three had a target to have 99.95% coverage by 2035 when they committed £11 billion of investment by 2030. Virgin/02 were investing around £700 million annually to extend their 5G network: at this time they are estimated to have 60% population coverage. EE are moving very quickly to invest by that same 2030 target.

It was explained to the Committee that, as 2G and 3G services are switched off and as those were upgraded into 5G, that would see a much-improved service, expected to be completed by 2033. By the end of the 1st quarter of 2026 all three MNOs were expected to have switched off their 3G networks.

It was noted that, through Mobile UK, the three MNOs were keen to work with NNDC to talk about their specific plans for the district.

Cllr Gray asked if the public could help, for example with crowdsourcing apps, in reporting areas of poor coverage and was it helpful for the Council to encourage the use of such technology.

Mr Elliott explained that the MNOs knew their networks and have that data but having a single point of contact for them, such as a Digital Champion, to know who to talk to and which such data could be funnelled was extremely useful for the MNOs and Mobile UK. Mr Elliott was happy to be a single point of contact that the Council could utilise to speak to and ask questions of the operators.

It was expressed by Mr Elliott for the need of leadership in changing public perception around planning applications for new mobile infrastructure and urged for a move away from any stigma that existed, so when a new application was made it didn't immediately generate negative press and an objection. Mr Elliott explained that MNOs carefully pick a location because it matches the radio physics and the existing network, and they found that the public wanted better coverage but preferred the mast was somewhere else.

In an era where digital inclusion is becoming increasingly important Mr Elliott explained putting the mast somewhere else only resulted in a weaker signal, and as technology moved forward to, for example, fixed wireless access, broadband via a sim card rather than a cable, then people would need to be nearer to those masts.

Mr Elliott called for that leadership to highlight the benefits of that infrastructure and why it was important rather than focusing on negative, visual aspects.

Mr Elliott did express that conversations that operators had with the Council's planning team were largely positive as they were keen to engage with the MNOs.

The Chair brought to Mr Elliott's attention a map (see Appendix) the Committee had produced, based not only on Streetwave data but also overlayed with local testimony which highlighted the experience of users on the ground. Mr Elliott felt this was a very useful tool, for both sides, to start a conversation and to work together in overcoming some of those connection issues and he was happy to feed that back.

The issue of 4G was raised by the Chair as she asked about capacity with 3G being turned off and, with the swell in population during the summer months, whether that had an impact on network coverage or signal. Mr Elliott outlined that 3G used less than 2% of their network running but 35% of their energy usage so it was a very inefficient technology. Mobile UK and MNOs were aiming to educate people as to why 3G was being turned off and to the benefits of 4G and 5G, so they better understood the switchover. The Chair agreed that perhaps all Members could help better inform residents of the benefits.

Cllr Cushing asked Mr Elliott to clarify how reliable Ofcom's coverage predictions were and was it reasonable to use that data, or that from real life data such as crowdsourcing, for investment planning. Mr Elliott reiterated that the threshold of the Map My Mobile checker had increased and that included data from crowdsourcing already which had been provided to Ofcom via third parties. This was constantly updated as MNOs continued to feedback to Ofcom as new developments were introduced, and Mr Elliott hoped that improvements would be reflected when checking that online mapping tool as time went on.

Cllr Housden wished to bring to Mr Elliott's attention the area on the NNDC map he represented to the west of the district, where it was difficult to obtain any data based on its findings. Landowners in those areas had offered MNOs the land for free and an opportunity to apply for new infrastructure but none of the MNOs were forthcoming in either taking up those offers or explaining why they had no interest in those sites. Mr Elliott did not know specifics and what negotiations potentially took place but offered to find out what he could through the MNOs, and through that as a secretary of the Mobile Infrastructure Forum who represented the four main tower companies, Cornerstone, MBNL (Mobile Broadband Network Ltd), Wireless Infrastructure Group and Cellnex.

The Chair wished to express the utility of Mr Elliott being a conduit for questions to be answered and for that information to be fed back to the MNOs.

Cllr Heinrich asked what were the main blockers that prevented progress to improving voice coverage for emergency calling in North Norfolk. Mr Elliott had seen local MPs and councillors object to masts and that was a blocker itself when planning applications had gone through due diligence and a lot of work to determine how they sat within the existing network. The MNOs didn't want to just build masts anywhere and respected that planning system. Mr Elliott felt that more support from local members would be the best solution to overcoming many of those blockers. As society became more reliant on mobile phones and digital technology, Mr Elliott was eager to get across that public perception of masts was something completely different to the reality, and support in breaking that perception down into what benefits they bring was essential. Mobile UK were working with MNOs and the

Government in planning reform to enable them to build masts more easily and rapidly across the country.

Cllr Heinrich urged the MNOs to get in contact with the Council's planning department and the Portfolio Holder for Planning who would be eager to discuss ways forward to find a solution that worked for all.

Mr Elliott was keen to stress that in many cases they did prefer to have those early conversations with planners through pre-planning advice, but where rejections occurred, they very often went to the planning inspectorate, and in the majority of those cases they were successful in overturning that decision.

It was asked by Cllr Rouse if MNOs prioritised replacing older masts with newer ones or finding new sites for new infrastructure. Mr Elliott explained it was on a case-by-case basis but in their targets up to 2023 they were largely focused on upgrades and to utilise existing infrastructure. As part of the Vodafone/Three merger they were looking to consolidate their infrastructure and reduce the number of masts, as that was in their financial interests so to do. He did explain that current planning rules meant they often had to apply for full planning just to upgrade which added significant time and cost.

Mr Elliott also wished to dispel the myth that MNOs do not share their infrastructure, when they do. The Shared Rural Network (SRN) was created based on that very principle and the recent merger of Vodafone and Three would only strengthen that.

Cllr Toye offered an example of why he had objected to a mast previously as this was due to the infrastructure company not engaging with him on why that particular site in question had been chosen and would not explain the benefits of that site being selected or how it would link up to the network. When suggesting alternative sites they rejected those out of hand. Cllr Toye asked Mobile UK to relay to MNOs and infrastructure companies that if councillors were being asked to support applications through planning: they needed the dialogue from those digital companies so they could better inform residents of the argument for supporting it. Mr Elliott was happy for the DSGO to pass on his details so that could be relayed.

In answer to a query from Cllr Hankins in relation to how MNOs would notify residents, over time, of their network being available in their area, Mr Elliott suggested they would need to have that conversation with individual operators as only they were privy to those commercial plans for future development.

It was raised by Cllr Leith that many residents were concerned that, as traditional landlines moved to digital/VoIP (Voice over Internet Protocol) services, they would have little to no ability to make emergency calls in the result of a power cut. Mr Elliott said he could not discuss the landline switchover which sat with BT but appreciated that mobile phones were being increasingly needed as a back up when traditional methods of calling became unavailable and one of the key reasons the 2G/3G switch off was being rolled out was to provide better network capacity. In terms of power resilience, they were having that conversation around national resilience with Government themselves at that time. MNOs were very dependent on power networks as when power goes off, they were similarly impacted. Currently there was no prioritisation to restore mobile networks in the result of a power cut, but they were asking if this could be considered going forward. The MNOs admitted they were part of the solution to provide emergency calling and did have responsibility themselves and they took that very seriously by sending out cells on wheels to provide temporary coverage in areas where there had been power loss. The estimated cost to provide battery backups on all their networks had been estimated at £2billion, equally if the power is off for some time a battery backup may not be sufficient in many cases. The idea of backup generators had also been considered but where they had trialled this in areas such as Scotland it had run into difficulties with theft of fuel, and with the additional planning needed as the site grew due to the additional infrastructure being required.

It was suggested by Cllr Toye that BT, the MNOs, local authorities and power companies get together to make a clear plan that when it is known in advance that power was going to be lost in an area a backup signal is provided for the period power is down. Mr Elliott reiterated that conversations were taking place with Government to ensure some resilience existed when planning for all contingencies.

Cllr Rouse suggested if it would be a good idea if members could work with MNOs in finding suitable sites for new infrastructure, but Mr Elliott was cautious to stress that identifying a site based on where there is no signal did not mean that site is suitable for a new mast. It could interfere with existing coverage, have no access to power or other reasons that made it unsuitable. MNOs had engaged with Government in funding the role of Digital Champions, within councils, so Champions had the necessary skills and knowledge the MNOs could have those discussions with.

Mr Elliot confirmed it was useful to work with MNOs in identifying potential sites but rather than just providing dots on a map, it needed to have relevant information attached to it, such as, was there fibre on site, did it have power, what was the access like, was there a rooftop, what was the elevation. Once that information had been collated, they would consider, was it suitable for what they were proposing and was that something they could discuss with pre-planning or the Digital Champion.

In response to a question by Cllr Bayes to how MNOs tracked reported areas of no service over time and if they monitored whether reports reduced following upgrades, Mr Elliott could not provide specific data as each MNO would track those internally and would report results back to Ofcom that then fed into the online tracker.

The Chair queried if the reason the last few BT phone kiosks that remained open was due to them being in areas where it was deemed to have poor signal. BT and Mobile UK were happy to investigate that and report back to the Committee, but Mr Elliott was keen to explain that it may not be just that there is no signal, but it could relate to there being no capacity. It could be that there was signal but due to the sheer volume of people trying to access the network it could not function efficiently for all users. Mr Elliott said as BT also ran the Emergency Services Network, it would be worth considering those reasons.

In response to a query from Cllr Housden, coverage and capacity were not interchangeable. Coverage was where the infrastructure exists, but capacity was where that infrastructure needed upgrading to meet demands of the volumes of users who lived within that catchment area. Mr Elliott further explained that in terms of capacity MNOs reached their target of providing coverage to 95% of the UK landmass in June 2025, it was now a case of adding additional capacity to those sites that provided coverage.

Mr Elliott agreed with Cllr Fletcher's concerns in that people were very anxious about being able to access reliable mobile coverage as essential services like banking, jobs and medical appointments were largely done through using digital technology. The need to engage on MNO plans with the public was something that Mr Elliott encouraged but again felt that was a two-way relationship that should be led by local members emphasizing the benefits of such mobile developments. There was an admission from Mr Elliott, however, that MNOs could do more within that relationship to engage with councillors to better communicate those benefits to the public.

As much as 25% of the population solely access the internet through their mobile phone so Mr Elliott fully understood the need for good mobile service and stipulated that information was key. He signposted Members to the Mobile UK website where there was a lot of material on such things as 5G.

Cllr Bailey said the Committee had spent a lot of time trying to identify areas where there were total or partial not-spots and wondered if it would be helpful to operators to provide the top 3-5 areas where there was less connectivity. Then councillors could talk to residents explaining that could be resolved by having new masts, hopefully then saving MNOs time in planning. Mr Elliott was happy to liaise with MNOs on this proposal.

In response to a question from Cllr Housden in relation to rural roaming, Mr Elliott confirmed that as an industry they do not agree with rural roaming, as it does not provide additional coverage and it can only provide a signal where infrastructure currently existed. He explained that was why the SRN was put forward as a solution and equally needed Government investment. MNOs were private companies in a competitive commercial industry and that is why large investment was happening quickly rather than any alternative solutions where technology wasn't being developed as fast.

The Chair asked how much of the SRN investment was in North Norfolk and was the district seeing any benefit from that. Mr Elliott admitted that vast majority of SRN investment had largely been in Scotland and Wales and less in England. There was ongoing discussion as to what happened next and where any future investment may be targeted. The MNOs were keen to learn what happened to those areas where it was not economically viable to invest in new infrastructure. Mr Elliott felt that there was an opportunity for discussion that could be had between local authorities and Government, but this was a public policy issue, and not one for MNOs, on how best to move forward in servicing those rural and remote areas.

In answering a query from Cllr Housden around where they saw North Norfolk within the SRN framework and what chance did the area have in seeing some total-not-spots covered off as part of the SRN, Mr Elliott reiterated that it was a public policy issue that needed to be addressed in conversation between local authorities and central Government and where any future investment should be directed.

Cllr Bayes asked if consumers could get impartial advice as to which operator had the best coverage to meet their needs. Mr Elliott encouraged consumers to look at the Map My Mobile website and seek independent advice when making a choice that worked best for them.

Cllr Bayes continued by asking why the many local churches were not being considered as a means to roll out further masts to increase coverage when the basic infrastructure was seemingly available on those sites. Mr Elliott was happy to confirm that there was an agreement in place with MNOs and the Church of England and many of those sites had been considered; for various reasons such as location, the structure's age, its access to power, the ability to gain 24hr access to the site or even for the ability to be able to add security measures to those infrastructures many were deemed not feasible or unsuitable. The Church had concerns over what could be broadcast from masts and was sensitive to such issues. There were examples where those sites had been used but Mr Elliott warned it was not a silver bullet.

In response to a query from Cllr Brown, as to whether having a large number of conservation areas in the district was an issue, Mr Elliott confirmed that it was due to there being extra planning constraints around sensitive sites so that made deploying their infrastructure more difficult. They abided by planning rules and worked within those constraints and built where they could, but it added cost, complexity and delay. They did already work with planning authorities to be able to use those sites where possible and as sensitively as possible.

Cllr Withington asked how pro-actively MNOs looked at new, large developments coming in and if that affected their strategic planning for that area when dealing with capacity. Mr Elliot confirmed that MNOs and tower companies do look at the plans but was mindful to add that they are not statutory consultees within the current planning guidance and there was no notification protocol in making MNOs aware of new developments. The MNOs were having discussions through, and responding to, the government consultation on the National Planning Policy Framework (NPPF) and permitted development rights, as to how that notification can happen better and into ways they could feedback into the planning process. Developers should have had a requirement to consider how their proposals impacted on the network. There may have been existing infrastructure that covered any new development, but if developers were more mindful of having that discussion with the MNOs as part of the planning process, they could then consider the impact that would have on capacity and if they needed to upgrade to meet the demand.

Mr Elliott confirmed it would be helpful, as, per Cllr Withington's suggestion, if the Council's own pre-planning checklist asked for mobile connectivity to be an additional consideration. Cllr Brown advised he was happy to bring up that suggestion within the planning team as part of his role as Planning Portfolio Holder.

On reflection to a question made by Cllr Hankins if there was any scope for MNOs to come together and decide between them who covers what area, in respect of that last 5% of total UK coverage, where not-spots exist, Mr Elliott explained that is was a very competitive industry and the merger of Vodafone and Three was in itself a major consolidation of the network.

The matter of MNOs linking up with Starlink was raised by Cllr Bayes and he wondered if that would have an impact on not-spots. Mr Elliott explained it could be a positive, but satellite technology was very much in its infancy. All MNOs were pushing to developing relationships into satellite connectivity with trials happening that year, but nothing yet matched the capacity, latency and speed from on the ground infrastructure. However, in rural areas it was part of the solution.

The Chair asked if the Committee were minded to write to the Digital Minister in support of rural roaming, which, until she heard from Mobile UK, she had been in support of or if the Committee were minded in asking for the Government's plans for investment for North Norfolk as part of the SRN, and to learn of any plans that Government had to extend that programme so they could secure additional funding for the area.

Cllr Gray welcomed any information on planned investment for the area, and although he could see why MNOs were against rural roaming still believed it was something the Committee could get behind.

Action: The Committee agreed unanimously to

- Write to Digital Minister/local MP asking for rural roaming and supporting the Access to Telecommunications Network Bill, currently going through parliament.

- Write to Digital Minister requesting information as to their intention regarding further investment in rural mobile networks in North Norfolk.

Action: Mobile UK and BT kindly agreed to provide further information to, and to feedback to MNOs on, questions and suggestions raised.

- To why land in the west of the district, that was offered to MNOs as potential sites for new masts, was never considered.

- Why the few remaining BT phone kiosks remain in the area. Is this due to poor mobile signal?

- Could each of the three MNOs provide a list of where not-spots (biggest 3) exist on their network within North Norfolk, then NNDC and partners can look to locate potential sites for investment.

- For MNOs, NNDC, BT and Power Network companies to have regular dialogue to enable plans to facilitate power backups to affected areas, when instances of power outages are known in advance.

Action: Cllr Brown, as Portfolio Holder for Planning, agreed to raise the possibility of introducing mobile connectivity to be an additional consideration as part of the council's pre-planning application process.

111 PUBLIC QUESTIONS & STATEMENTS

None received.

112 MINUTES

The minutes of the meeting of the Committee held on 10th December 2025 were approved as a correct record.

113 ITEMS OF URGENT BUSINESS

None.

114 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

None received.

117 DRAFT REVENUE BUDGET FOR 2026-2027:

Cllr Shires introduced the report in which she explained they had achieved a balanced budget which was to be celebrated. It was proposed local members, through a Local Members' Fund, could apply for grants for their local communities and they would add further detail once it was agreed at Full Council. She suggested a cross-party working group would be formed to determine the purpose and governance around the grants award, and that final control would be exercised through a four person panel consisting of two members, a legal officer and finance officer who would meet monthly.

It was highlighted by Cllr Shires that they did not have a list of savings to consider as efficiency was interwoven into every decision they made and not something they considered just once a year.

Cllr Shires explained, as with all Norfolk Councils, they had to budget as if the council was continuing but asked the Committee to note they had created a reserve for Local Government Reorganisation (LGR). It was also noted that, despite the additional pressures of having to provide food waste collections, no additional grant was received for new burdens funding even though this was a scheme introduced by Government.

It was also brought to the attention of the Committee that the overall share NNDC received from council tax had reduced to 7.4% last year from 8% the year previously. Until everyone sets their budgets, they wouldn't know how that adjustment was going to look and whether they would continue to see a 7.4% share of the overall council tax bill.

The Chair invited members to ask questions.

It was queried by Cllr Hankins how the draft budget ended up being seen at such short notice at today's meeting for pre-scrutiny when it was originally in the work programme to be seen in February as a scrutiny item and, if they saw the budget at this meeting, would there be any need to discuss it again in February.

The Chair explained that it had been a suggested, at a pre-Cabinet meeting, by the Chief Executive that it would be a good idea to consider asking the Overview and Scrutiny committee to get an early sight of the report so the Committee could feedback into the budget setting process before going to Cabinet the following week. The Chair outlined that the pre-scrutiny would be for information so the Committee could take key points away from the report to which they could then best focus on when seeing it again in two weeks' time.

Cllr Toye wished, as a cabinet member, to reinforce what Cllr Shires also said, that it was very useful to Cabinet for O&S to look at the budget as a pre-scrutiny item as it helped inform them that they were producing a budget that was acceptable.

The Chair thanked the finance team for doing an excellent job in bringing the report to the Committee when details of funding coming from Government was so late.

Cllr Cushing drew Cllr Shires' attention to the base budget for next year when compared with this year it had increased by £2million. Cllr Shires said those figures included an assumption that the council tax will go up, even though Cabinet did not like to make an increase and did everything it could not to. Cllr Shires noted Government were now taking a larger share of business rates.

It was explained by Cllr Shires they were receiving less compared to a lot of other councils across the country. The funds were instead being given to metropolitan boroughs and councils with adult social care responsibility, in preference to smaller shire districts.

Cllr Hankins asked about the Planning Policy and Built Heritage Working Party that were faced with a request to update their planning standards and codes. There was a consideration that this would be quite expensive to complete, to the region of approximately £50k, and he didn't see anything in the budget that considered this requirement. Cllr Shires did reassure him that there was a planning reserve of £325k and this would be used, in part, to meet that requirement. The Chair asked what the rest of that amount of reserve was intended to cover. Cllr Shires explained that in part it was for the Local Plan, and the inspection of that plan, within the next 2 years.

Cllr Hankins asked Cllr Shires to confirm if the cost of, possibly, being required produce the updated planning standards and codes had been calculated as part of that overall reserve when factoring in the costs of delivering the local plan and Cllr Shires confirmed that she believed there would be money left over in the reserve to cover that requirement. Cllr Hankins asked for that to be noted in the minutes.

Cllr Brown wished to make the Committee aware that, when the Local Plan was passed, the Inspector advised they would need to start by June 2026 on a new Local Plan. A substantial part of that £325k would be earmarked for the creation of the next, new Local Plan. The estimated costs for a review of the proposed design guide were £50k, for a basic guide, and up to £160k for a more lavish design guide that completely rewrote the existing guide that was previously published in 2008. As things stood, they were looking to come back to the Working Party to propose a simple, cost-effective, tweak to that existing design guide.

Cllr Housden asked if they could explain the drop off in the capital programme for 2026/27 under meeting their housing needs. Cllr Shires explained that in the capital programme currently they had the Disabled Facility Grant, compulsory purchase of long-term empty properties, the Community Housing Fund which was the grants to housing providers, Council owned temporary accommodation, Housing Section 106 enabling and loans to housing providers. The additional money is on top of that and that's where it was detailed within the capital bids.

The increase in business rates valuations was cited as a major concern, by Cllr Bayes, for many local firms, and the hospitality industry, and he queried if there was a serious risk of business closures because of that increase. Cllr Shires felt that was a very good question and something the Government could look at, but she had heard that the increase in rateable value was bringing business rates down. Cllr Shires felt that as Members they could promote the reliefs that were available to businesses to help with their bill and the Economic Growth team could further ensure that message was getting out to local businesses.

Cllr Bayes felt that the hospitality industry, which was so important to the local economy, was very worried and making decisions, now, in looking to get out or stay stagnant rather than looking to grow due to their concerns over business rates. Cllr Shires agreed that she would not want local businesses to suffer as a result and at the next Cabinet meeting they would discuss ways they could ensure those businesses are properly informed of reliefs and grants that were available to help.

The point made by Cllr Bayes was supported by Cllr Cushing who had noted two local business closures in the Fakenham area on the back of the concern over increased business rates rateable values. Cllr Toye assured the Committee that Economic Development were already in discussions with local businesses and the hospitality industry to actively find solutions and support businesses to keep running.

Cllr Cushing went on to ask about second home premiums and asked if the County Council had agreed the same terms as currently agreed and what estimates did they have on what that might generate and where that money might be spent. Cllr Shires explained that that the intention for the money remained the same as it was in the current year, and to invest in the purchase of their own temporary housing accommodation. The DRF said they had been actively negotiating with County Council, and leaders from both councils were in regular contact, as to their share with the aim to carry on at the same basis. This year that stood at 25% of what this council had collected. Originally that was forecast to be £1.3million, but their current expectations stood closer to £1.6million. For 2026-2027 that figure could go up or down. If everyone paid for the same second homes that figure would go up but with the increase in business rates rateable value it might encourage people to register their homes as businesses and to claim Small Business Rates Relief.

Cllr Bayes asked if the second homes premium had resulted in many of those homes being sold, but Cllr Shires assured him that the figures for the current number of second homes in the district remained remarkably comparable to the previous year, which she felt showed how invested those owners were in their local community. The revenues team had considered the number of people who would be selling or switching to business rates so the finance team had purposefully under-estimated the revenue the premium might generate, and they had far exceeded that estimate due to their excellent collection rates.

In response to a query by Cllr Bayes, over increase in salaries and if a pay award had been agreed and whether a risk had been added if that award needed to be increased down the line, Cllr Shires said they are not fully in control of pay awards. The NJC (National Joint Council) meet and the overall increase is negotiated from there but they will not know that final figure until September so they estimate as to where they believe they will be based. The DFR explained there was still sufficient reserves to ensure that the budget was balanced and that will go through Committee if those reserves are used, but they felt they had enough collective influence and mitigation in place that they could manage that risk.

The Chair asked why the revenue support grant had increased, but that was due to the losses on everything else for New Homes Bonus, the Funding Guarantee etc. They were no longer given a breakdown as to each component as it was given as one lump sum. Cllr Shires was hopeful with the 3-Year Funding Guarantee they would have consistency going forward.

The £225k in premises cost variance, work to council assets, not in capital bids, was also queried by the Chair. Cllr Shires explained the difference between Capital and Revenue, but the DFR felt it reflected where works they had previously considered they could postpone were now becoming a necessity. As they looked to transition to a new unitary authority, it was the Council's wish to pass on its assets in the best possible state of repair to that unitary, as there was a considerable risk that the new authority may wish to de-prioritise North Norfolk's public realm over other areas, especially if it is a single unitary.

In response to why the environmental services growth had increased significantly the DFR explained this was due in part to a grant that was to do with packaging and was awarded a year-by-year basis so no guarantee in funding, but the growth in the cost was due to the new burden of the new food waste service.

Finally, the Chair asked if they could justify why they had put £750k into a reserve for LGR. Cllr Shires advised there would be costs which the councils had to bear and they were being prudent in ensuring they had money to do that. The DFR explained that the figure of £750k was comparable to what the other Norfolk councils were budgeting for in covering those costs of forming the new unitary.

The Chair asked for feedback on the budget report from the Committee in terms of presentation or content.

Cllr Cushing felt the way the presentation of the Capital Programme could be improved, as the summary at the end shows where the money has come from but in the projects where we are asking to borrow money you can't see where they are when you look at the programme. He would like a breakdown for capital receipts and borrowing. Cllr Shires tried to be clear on the focus so officers knew what the ask was, which was to clarify for each project how that project was going to be funded.

The Chair believed if the narrative could be strengthened they wouldn't feel the need to ask as many questions, the Chair used the second homes council tax as an example: she felt that if they were explained in a little more depth it would help enormously. Cllr Bayes agreed with that. Cllr Shires felt that when seen in conjunction with the Medium-Term Financial Strategy it would make more sense but admitted they perhaps had a little bit of work to do on explaining the national picture more clearly and on strengthening the LGR aspect.

It was also noted by the Chair that some additional information on business rate relief would be useful but believed that this had been covered and they were picking this up as a result of the observations made during the meeting.

Cllr Gray reiterated how important it was for Members to really engage with local business and explain business rate relief, or get officers to help them understand it, so they could fully support their local businesses. You wouldn't want to see people get scared and closing their business down needlessly simply because they didn't understand the support that was out there or for accidental misinformation to be given.

The Committee **noted** to offer the following suggestions as feedback on the Draft Revenue Budget report to Cabinet.

- The narrative could be strengthened to help explain, in more depth, key issues.

- The presentation of the Capital Programme could show a breakdown for capital receipts and borrowing for projects for which they were looking to borrow money.

- The possibility of a business rates support pack to be produced for all Members to aid them in liaising with local businesses when discussing what vital support was available to them.

118 THE CABINET WORK PROGRAMME

No comments

119 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

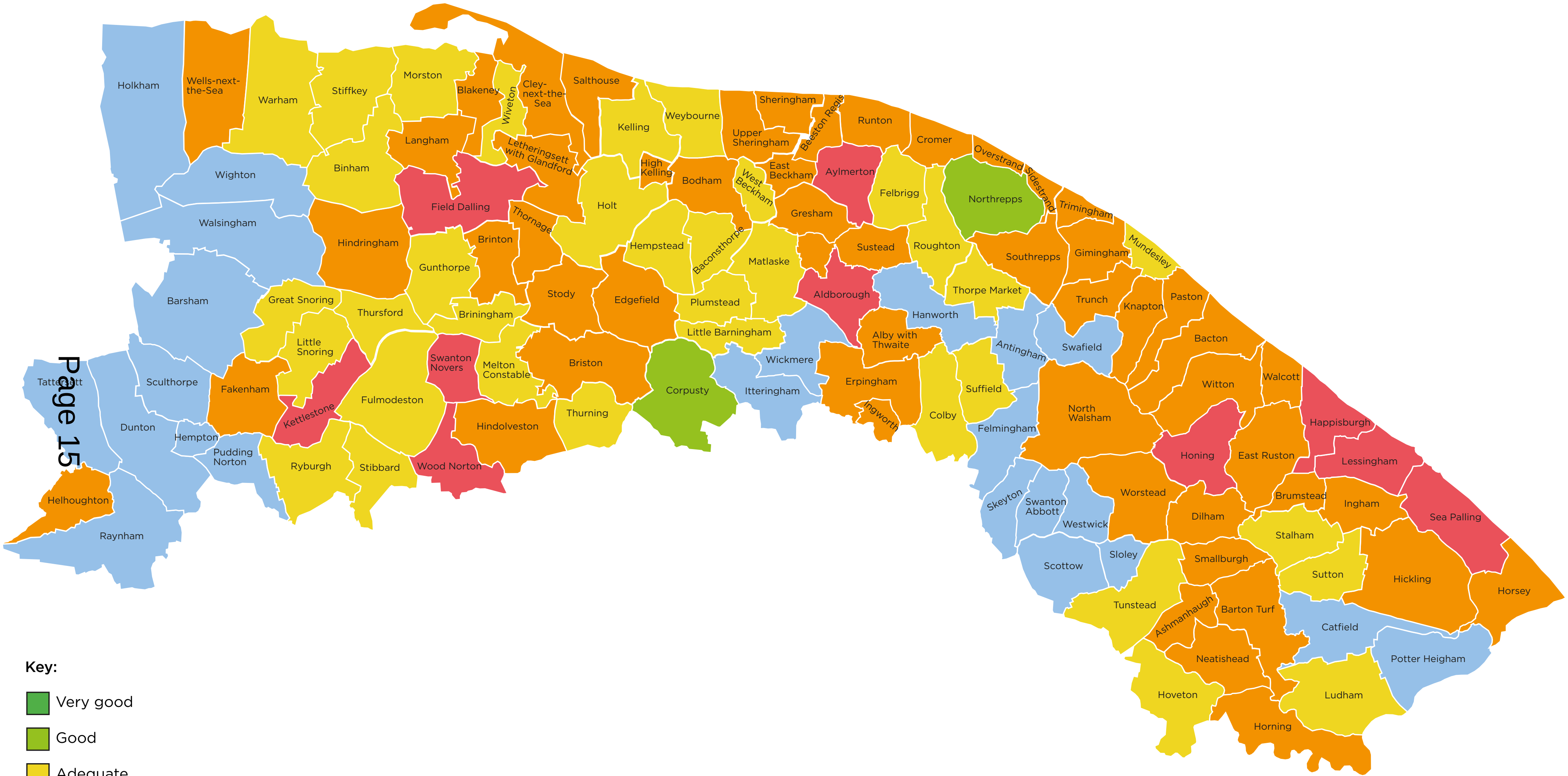
The DSGO gave an update on recent answers received in response to the O&S Action Tracker and outlined the Committee work programme The Committee **Agreed** that a scoping session to determine the next focus of the Committee should be convened at the earliest opportunity.

120 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 12.37 pm.

Chairman

North Norfolk District Council's understanding of Mobile Coverage in North Norfolk following its recent findings



Key:

- Very good
- Good
- Adequate
- Poor
- Very poor
- No data

Findings based on collated Streetwave data for North Norfolk and local testimony

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Registering interests

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

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

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

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.

2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.

3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

8. Where a matter arises at a meeting which ***affects*** –
   a. your own financial interest or well-being;
   b. a financial interest or well-being of a relative, close associate; or
   c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

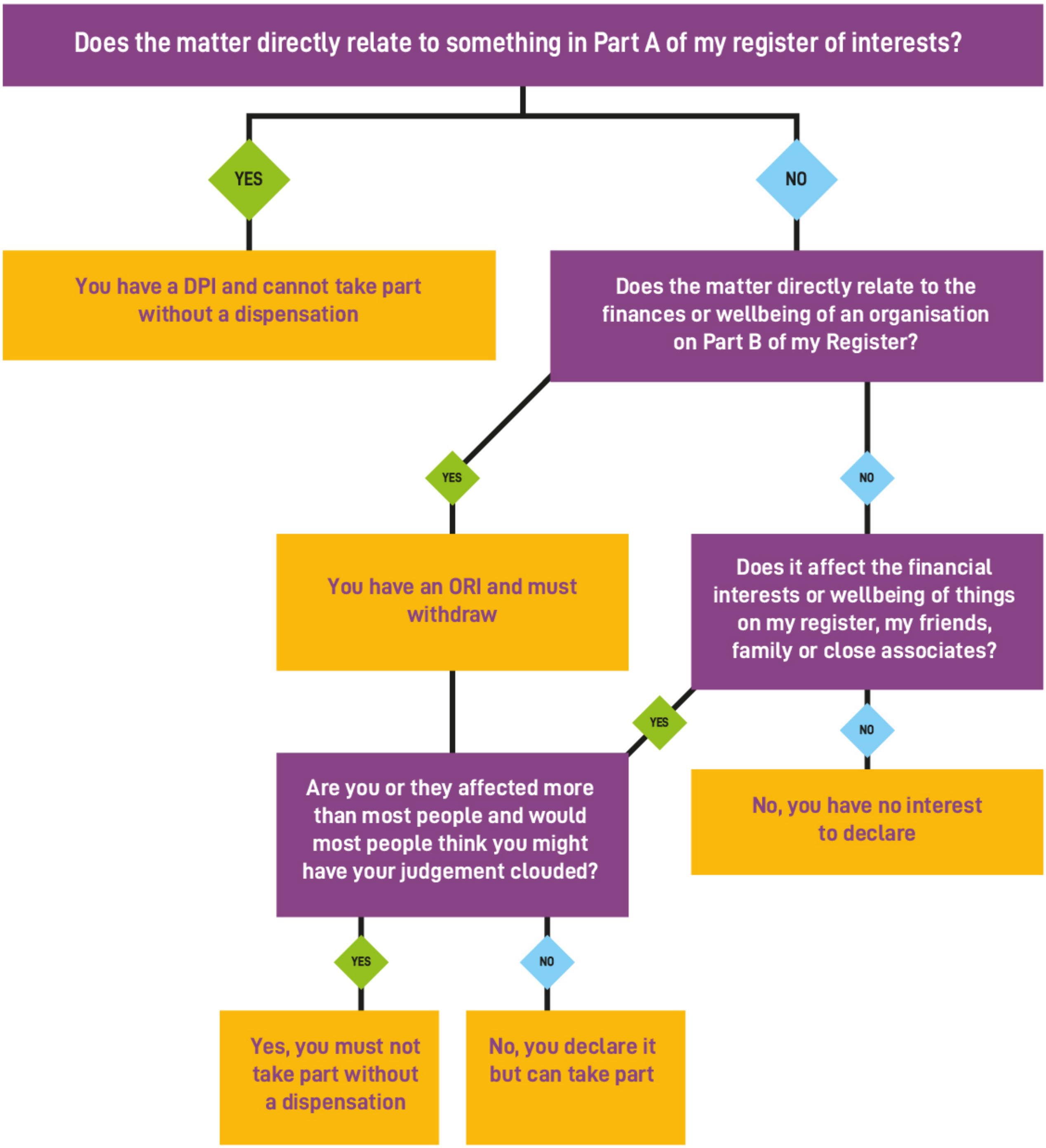
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

* ‘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)



Local Government Association

Guidance on LGA Model Councillor Code of Conduct

Delegated Decisions November to December 2025	
Executive Summary	This report details the decisions taken under delegated powers from November to December 2025.
Options considered	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
Consultation(s)	Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.
Recommendations	**To receive and note the report and the register of decisions taken under delegated powers.**
Reasons for recommendations	The Constitution: Chapter 6, Part 2, details the functions which are delegated to officers. In addition, it requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate). The law requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website. These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer either - • under an express delegation granted at a meeting of Cabinet, Council or a Committee. • Or under a general delegation (where responsibility is delegated in the Constitution)
Background papers	Signed decision forms

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

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A

Council Policies & Strategies	Statutory requirement

Corporate Governance:	
Is this a key decision	~~Yes~~ / No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	Delegated decisions are reported to Cabinet and Overview & Scrutiny Committee regularly

1. Purpose of the report

1.1 This report summarises any decisions taken under delegated powers since end of October 2025

1.2 Delegated decisions are available to the public through the website and are reported to Members via Cabinet. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 2.1 (Conditional Delegation) and 5.1 and 5.2 (Full Delegation to Chief Officers) and the publication of these decisions is a legal requirement.

1.3 Historic lists are available on request.

2. Introduction & Background

2.1 Decisions under powers delegated by a specific resolution must always be recorded and published. So should decisions under specific delegated powers set out in the Officer Scheme of Delegation in the Constitution.

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

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

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

2.3 The Openness of Local Government Bodies Regulations 2014, section 7 states that any decision should be recorded if it would otherwise have been taken by the relevant local government body, or a committee, sub-committee of that body or a joint committee in which that body participates, but it has been delegated to an officer of that body either

(a)under a specific express authorisation; or (b)under a general authorisation to officers to take such decisions and, the effect of the decision is to—

(i)grant a permission or licence;

(ii)affect the rights of an individual; or

(iii)award a contract or incur expenditure which, in either case, materially affects that relevant local government body's financial position.

These requirements **do not** apply to:

- planning and licencing matters where there are established arrangements for recording decisions: or
- decisions which are purely administrative or operational in nature

2.4 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.

2.5 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader.

2.6 Overview and Scrutiny Committee can request to review the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

3. Proposals and Options

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

4. Corporate Priorities

This is a statutory report.

5. Financial and Resource Implications

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

Comments from the S151 Officer:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.   *This is a statutory report*

6. **Legal Implications**

The statutory requirements around delegated decisions are set out at section 2 of the report.

Comments from the Monitoring Officer

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

7. **Risks**

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

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

8. **Net ZeroTarget**

This is a statutory report and does not impact on the Council's Net Zero Target.

9. **Equality, Diversity & Inclusion**

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

10. **Community Safety issues**

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

Conclusion and Recommendations

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

Recommendation:

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

Record of Decisions taken under Delegated Authority (Appendix A)

Delegated Power being exercised; *Constitution ref*	Key Decision y/n	Officer / Member exercising Delegation	Details of decision made including details of Committee meeting (if 'express' delegation by Cabinet or Full Council)	Date of decision	Date Reported to Cabinet
Chapter 6, s 5	no	Cara Jordan Monitoring Officer	To temporarily appoint District Councillor **Angela Fitch-Tillett** (Poppyland Ward) and County Councillor **Ed Maxfield** (Mundesley Division) as temporary Parish Councillors for Trimingham Parish Council which finds itself inquorate due to recent mass resignation Full Council gave delegation to the Monitoring Officer to make temporary appointments to parish councils at the meeting held on 20th September 2023.	04 Dec 2025	02 Feb 2026
Chapter 4, s 4.1a	No	Rob Young	Enter into contract with JBA Consulting Ltd for the design, contractor tender document and technical support during construction phase of the Overstrand Coast Protection Scheme Full Council authorised the decision to proceed with the Overstrand Scheme on 24th September 2025.	13 Dec 2025	02 Feb 2026
Chapter 4, s 4	No	Rob Goodliffe Coastal Transition Manager	To award a consultant contract to RPA for: Assessing the costs to government of coastal erosion under 'Business as Usual'. Value: £47,373 excluding VAT	09 Dec 2025	02 Feb 2026
Chapter 6, s 5.1	No	Don MacCallum Director for Resources	Award professional services/consultants contract for: Coastwise – Coastal Housing Assurance Scheme – Rapid Assessment, Development and Peer Review	03 Dec 2025	02 Feb 2026

			Awarded to: JBA Consulting Value: £72,000 +VAT with an addition up to 50% increase for associated items		

Capital Strategy Report 2026-27	
Executive Summary	This report sets out the Council's Capital Strategy for the year 2026/27. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
Options considered	This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
Consultation(s)	Section 151 Officer
Recommendations	To recommend to Full Council that the Capital Strategy 2026/27 is approved.
Reasons for recommendations	The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
Background papers	CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition). CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).

Wards affected	All
Cabinet member(s)	Cllr. Lucy Shires
Contact Officer	James Moore/Claire Waplington Technical Accountant/Chief Technical Accountant

1 Purpose of the report

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

2 Introduction & Background

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

3 Proposals & Options

3.1 Sections 5 – 9 of this report outline the Council's full Capital Strategy for the 2026/27 financial year.

4 Corporate Priorities

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

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

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

5 Capital Expenditure

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

5.2 The business case and options appraisal methodology are applied to all significant projects (those with a capital cost of over £50,000). The options appraisal should be undertaken by the relevant manager (project leader) initially and referred to a director if of significant value/political implications.

5.3 The business case considers the full options appraisal as evidence to support the recommended option as required. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost.

5.4 Projects that generate future income streams for the Council, for example industrial estates and other Commercialisation projects are also viewed positively within the evaluation process. The Asset Management Plan framework helps to identify these assets in order to ensure the revenue implications are again fully accounted for in the decision-making process for the disposal of assets.

5.5 The Current approved Capital Programme is attached with this report as a supporting Appendix.

6 Medium- and Long-Term Funding Strategy

6.1 There are a number of sources of funding available to the Council for capital schemes (capital grants/contributions, capital receipts, borrowing etc). Revenue funding is also available via a Revenue Contribution to Capital Outlay (RCCO); however, it should be noted that the scope for using revenue resources for capital purposes is limited. Using these funding sources can have a significant cost to the Revenue budgets which must be balanced from making additional savings if the costs cannot be fulfilled from annual budget increases.

6.2 The current Capital Programme is funded from external grants and contributions, capital receipts (funds from the disposal of assets), from the Council's own reserves, Revenue Contributions to Capital Outlay (RCCO), internal and external borrowing. Whilst capital funding is available to invest in new assets or in improving existing assets, the impact on the revenue account due to the loss of income available for investing and any borrowing interest costs must be a consideration.

6.3 The Council has access to short or long-term borrowing if required to finance capital expenditure. Although business cases for new capital projects are modelled on the assumption that borrowing will be required during the year of expenditure (to reflect a 'worst case scenario' in terms of cost), the decision to borrow externally is ultimately a treasury one and is made closer to the time when expenditure is actually incurred, taking into account available cash balances, the opportunity cost of investments, and the exposure to interest rate and credit risks.

6.4 It is a requirement of the CIPFA code that the Council considers alternative means of financing if required. The Council is aware of the opportunities that may be realisable through a Private Finance Initiative (PFI). The Procurement Strategy includes guidance on appraising Private Public Partnerships in the context of service delivery and emphasises that obtaining 'value for money' means choosing the optimum combination of whole life costs and benefits to meet the customer's requirements. This is not necessarily the lowest initial price option and requires an assessment of the ongoing revenue/resource implications as well as initial capital investment.

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

7 Asset Management and Commercial Activities

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

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

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

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

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

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

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

7.8 Where assets are identified as being surplus to requirements and not achieving required financial or service delivery performance targets, they can be considered for disposal to provide useable capital receipts, which can then be redirected to achieve the Council's objectives by funding new projects in the Capital Programme. Further information can be found in the Council's Disposal Policy.

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

7.10 Asset management undertaken includes:

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

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

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

8 Debt Management and MRP Statement

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

8.2 The Guidance requires that the Council approve an Annual MRP Statement in advance of each financial year and identifies a number of options for calculation of a prudent provision for MRP. Whilst there are four alternative methods available for this calculation, only two apply to new borrowing under the Prudential system for which no Government support is being given, i.e. borrowing which is intended to be self-financed.

8.3 All Council decisions made in relation to capital expenditure will be reviewed on their own merits and the most equitable treatment will be introduced in respect of the financing of these schemes. For the purposes of existing schemes and those proposed for the coming financial years where borrowing has been assumed, the Council will be applying the Asset Life Basis (annuity). This allows MRP to be charged to the revenue account across the estimated life of the assets that are being funded, in accordance with the regulations, spreading the cost over a longer period of time and reducing the burden on the Council's Revenue budget. The risk of this method is that MRP costs will escalate over time, leading to higher MRP costs in the long-term. The forecasted MRP costs should be reviewed and considered by the treasury and voluntary contributions (VRP) should be made in earlier years if feasible to reduce the future costs.

9 Prudential Indicators

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

9.2 Authorised Limit for External Debt

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

Authorised Limit	**2025/26 £m**	**2026/27 £m**	**2027/28 £m**	**2028/29 £m**
Authorised limit for borrowing	40.000	40.000	40.000	40.000
Authorised limit for other long-term liabilities	3.000	3.000	3.000	3.000
Authorised limit for external debt	**43.000**	**43.000**	**43.000**	**43.000**

9.3 Operational Boundary for External Debt

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

Operational Boundary	**2025/26 £m**	**2026/27 £m**	**2027/28 £m**	**2028/29 £m**
Operational boundary for borrowing	30.000	30.000	30.000	30.000
Operational boundary for other long-term liabilities	2.000	2.000	2.000	2.000
Operational boundary for external debt	**32.000**	**32.000**	**32.000**	**32.000**

9.4 Capital Expenditure

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

Capital expenditure £m	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Approved Capital Programme	25.702	38.328	9.461	2.300	2.000
Capital Bids to be Reviewed	-	-	4.480	2.030	3.170
Total	**25.702**	**38.328**	**13.941**	**4.330**	**5.170**

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

9.5 Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing. The Council is required to make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years as shown in the table below. The CFR takes into consideration the Cabinet decision to provide loan advances to Registered Providers under the Local Investment Strategy. Although initially this will increase the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years. This is a key indicator for prudence. In order to ensure that over the medium-term debt will only be used for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	2024/25 Actual	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
Capital Financing Requirement	17.544	22.822	25.773	26.252	27.804
Minimum Revenue Provision	0.570	0.584	0.624	0.675	0.688

Financing of Capital Expenditure	2024/25 Actual	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
Capital receipts	1.071	2.953	0.625	0.300	0.000
Capital grants	21.507	24.523	9.148	3.000	3.000
Capital contributions	1.240	3.780	0.375	0.000	0.000
Reserves	1.079	1.438	0.279	0.000	0.000
Revenue Contribution to Capital Outlay	0.000	0.020	0.000	0.000	0.000
Borrowing	0.805	5.614	3.514	1.030	2.170
Total	**25.702**	**38.328**	**14.746**	**4.330**	**5.170**

9.6 Proportion of Financing Costs to Net Revenue Stream

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

	2024/25 Actual	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
Financing cost (MRP)	0.570	0.584	0.624	0.675	0.688
Expected Net Revenue Stream (General Fund)	23.610	22.397	22.942	22.635	23.136
Ratio	**2.41%**	**2.61%**	**2.72%**	**2.98%**	**2.97%**

10 Links to other Strategies and Plans

10.1 The Council has fully integrated its Capital Strategy as part of its strategic financial planning process and this policy influences both the production of the MTFS and the capital and revenue budget planning process. The Strategy is also linked to the other main asset related policies, namely the Asset Management Plan, the Land and Property Acquisition Policy, the Commercial Property Strategy, the Land and Property Disposals Policy.

10.2 The Treasury Management Strategy details the Council's treasury management arrangements to manage the Council's cash flow, including the anticipated use of reserves, so as to maximise income from investments and minimise interest payments on borrowing, whilst minimising the risk to the Council's assets. This Strategy can influence the potential receipts available for funding capital and will also directly inform any borrowing decisions for capital purposes.

10.3 The Procurement Strategy seeks to ensure that Value for Money is achieved in all of the Council's procurement decision-making activities and systems. The guidance should be applied by all Officers in conjunction with the requirements incorporated within the Council's Contract Standing Orders and Financial Regulations and has great relevance to preparing capital bids.

10.4 The Capital Strategy is also aligned with the Risk Management Strategy, and managers are required to consider risk when completing the standard business case pro-forma.

11 Financial and Resource implications

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

Comments from the S151 Officer:

The capital strategy is an important element of financial planning that impacts the Budget and the Medium Term Financial Plan. External borrowing will be made when necessary and after alternatives including grants, capital receipts and internal borrowing have been considered.

12 Legal Implications

12.1 None as a direct consequence of this report.

Comments from the Monitoring Officer

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

13 Risks

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

14 Net Zero Target

14.1 None as a direct consequence of this report.

15 Equality, Diversity & Inclusion

15.1 None as a direct consequence of this report.

16 Community Safety issues

16.1 None as a direct consequence of this report.

17 Conclusion and Recommendations

17.1 It is recommended that Full Council approves the Capital Strategy 2026/27 to ensure the Council is compliant with the Prudential Codes.

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£	£	£	£	£
Our Greener Future										
Cromer Offices LED Lighting Programme	**178,796**	172,715	**6,081**	6,081	**0**	0	0	0	0	0
Cromer Coast Protection Scheme	**19,534,841**	18,438,774	**1,096,067**	1,037,656	**58,411**	0	0	0	0	0
Coastal Erosion Assistance (Grants)	**90,000**	76,664	**13,336**	0	**13,336**	0	0	0	0	0
Mundesley Coastal Management Scheme	**8,699,998**	7,560,192	**1,139,806**	716,083	**423,724**	0	0	0	0	0
Coastal Management Fund	**950,000**	108,250	**591,750**	11,230	**580,520**	250,000	0	0	0	0
Coastwise	**14,609,914**	1,213,564	**7,248,638**	916,702	**6,331,937**	6,147,712	0	0	0	0
Purchase of Bins	**600,000**	150,000	**178,476**	21,394	**157,082**	150,000	150,000	0	0	0
Electric Vehicle Charging Points	**248,600**	215,283	**33,317**	0	**33,317**	0	0	0	0	0
The Reef Solar Carport	**596,000**	530,820	**65,180**	819	**64,361**	0	0	0	0	0
Holt Country Park Electricity Improvements	**400,000**	163,832	**236,168**	1,750	**234,418**	0	0	0	0	0
Public Conveniences Energy Efficiencies	**150,000**	1,218	**148,782**	3,415	**145,367**	0	0	0	0	0
Coastal Defences	**600,000**	150,000	**150,000**	50,845	**99,155**	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	**514,300**	0	**171,400**	15,000	**156,400**	342,900	0	0	0	0
Waste Vehicles & Food Waste Bins	**1,972,750**	16,750	**1,956,000**	0	**1,956,000**	0	0	0	0	0
Overstrand Seawall Works	**1,280,000**	0	**1,280,000**	0	**1,280,000**	0	0	0	0	0
			14,315,002	**2,780,974**	**11,534,027**	**7,040,612**	**300,000**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2025/26

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

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£	£	£	£	£
Meeting Our Housing Needs										
Disabled Facilities Grants	**12,079,040**	Annual Programme	**2,079,040**	689,178	**1,389,863**	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	**930,000**	546,165	**383,835**	0	**383,835**	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	**2,054,373**	1,425,212	**629,161**	160,000	**469,161**	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
Housing S106 Enabling	**2,500,000**	1,136,000	**1,064,000**	0	**1,064,000**	300,000	0	0	0	0
Loans to Housing Providers	**600,000**	260,000	**340,000**	310,000	**30,000**	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**

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval £	Pre 2025/26 Expenditure £	Updated Budget 2025/26 £	Actual Expenditure 2025/26 £	Remaining Budget (Forecasted YE spend) 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Budget 2030/31 £
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
Property Acquisitions	**710,000**	9,133	**700,868**	0	**700,868**	0	0	0	0	0
Chalet Refurbishment	**125,000**	72	**124,928**	15,242	**109,686**	0	0	0	0	0
Marrams Building Renovation	**50,000**	3,487	**46,513**	0	**46,513**	0	0	0	0	0
Car Parks Refurbishment	**601,000**	129,200	**411,800**	16,523	**395,276**	60,000	0	0	0	0
Marrams Footpath and Lighting	**290,000**	52,627	**237,373**	7,975	**229,398**	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	**165,351**	75,138	**90,213**	74,945	**15,269**	0	0	0	0	0
UK Shared Prosperity Fund	**474,196**	399,403	**74,793**	15,000	**59,793**	0	0	0	0	0
Rural England Prosperity Fund	**1,895,110**	1,457,851	**437,259**	407,537	**29,722**	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	**150,000**	149,214	**786**	400	**386**	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	**55,000**	0	**55,000**	25,113	**29,887**	0	0	0	0	0
Collectors Cabin Roof	**30,000**	375	**29,625**	15,975	**13,650**	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	**150,000**	0	**150,000**	1,260	**148,740**	0	0	0	0	0
Weybourne Car Park Improvements	**20,000**	0	**20,000**	15,000	**5,000**	0	0	0	0	0
			3,231,603	**732,968**	**2,498,635**	**60,000**	**0**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£	£	£	£	£
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	**300,000**	180,000	**60,000**	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**

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
Other Contributions	3,780,000	776,564	3,003,436	300,000	0	0	0	0
Reserves	1,438,049	366,623	1,071,426	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0
Capital receipts	2,952,942	683,903	2,269,039	610,000	300,000	0	0	0
Borrowing	5,613,390	269,609	5,343,781	124,300	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**

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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**		

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)	The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 11 February 2026. 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.
Recommendations	1. That Cabinet consider the proposed balanced budget including movement in reserves and recommended approval to full Council. 2. 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. 3. To approve the creation of an £0.75m Ear Marked Reserve to mitigate the Revenue costs of Local Government Reorganisation. 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.

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 it's 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:

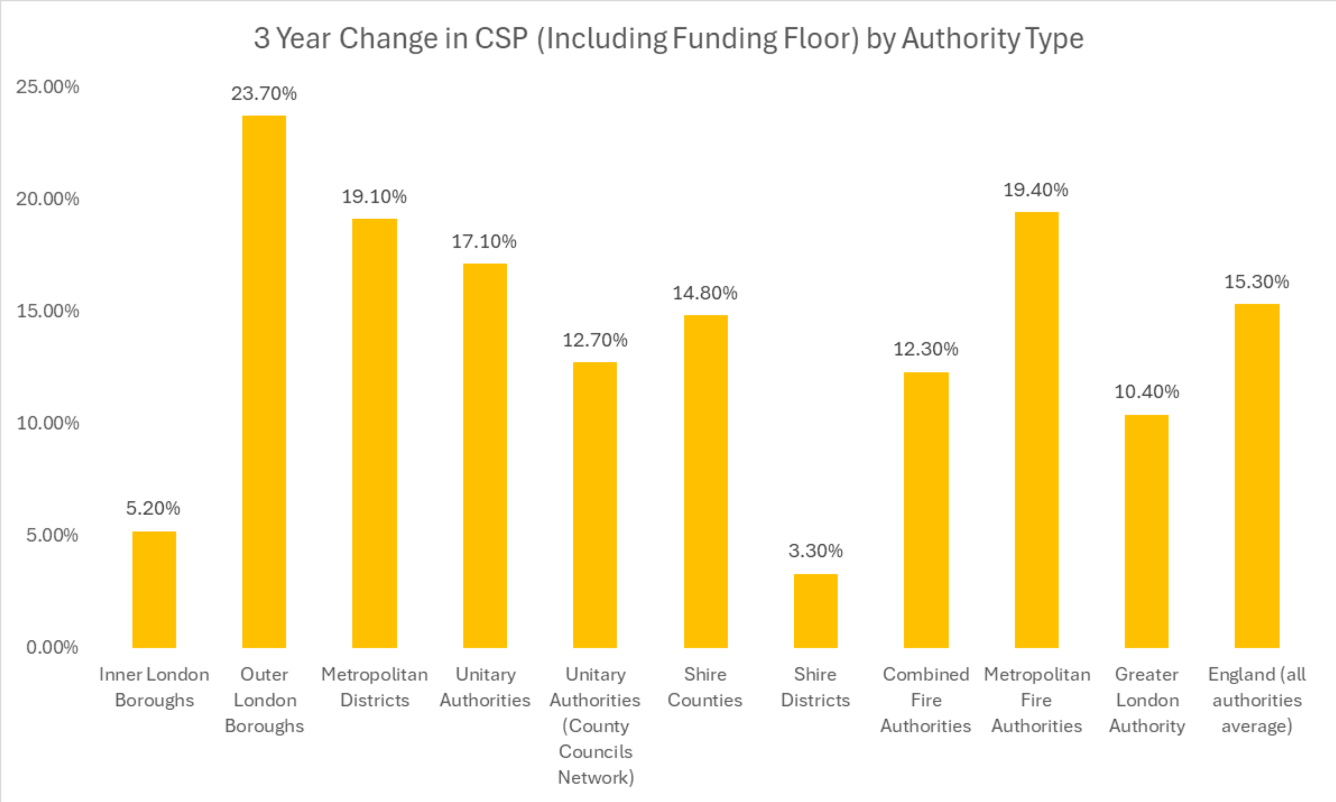
- The business rates baseline reset, which removes historic growth previously retained by districts.

- 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

General Fund Summary 2026/27 Base Budget				
Line No.	Column A	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 19 Revenue Support Grant increases £6.322m year on year as the Government consolidates some funding sources into a single aggregated payment. The constituent proportions are not specified but now includes new burdens funding for domestic food waste, part of the homelessness support, loss of business rates following the reset, and loss of both New Homes Bonus and NI compensation see Table 12 Government funding for some further detail.
- 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

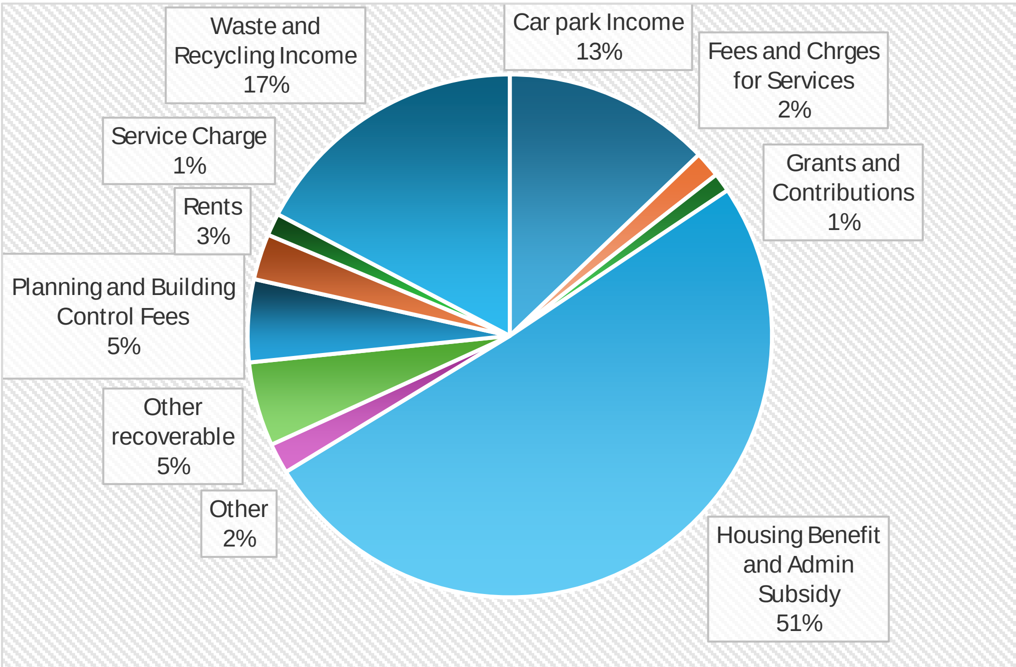
3.9 The significant variances in income between Base 2025/26 and 2026/27 are summarised in Table 8 below:

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 Government has indicated the cost of Local Government Reorganisation (LGR) is to be borne by the affected Councils including NNDC. The precise costs are yet to be determined and will be driven in part by the "minded to" decision for Norfolk expected in March 2026. By creating the LGR Reserve the Council will be able to fund external consultants and service redesign costs as well as additional temporary resource to back-fill officers seconded to joint LGR workstreams. This will ensure that the North Norfolk voice is heard whilst maintaining our high quality services for residents, businesses and visitors.

3.14 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.

3.15 The Extended Responsibility Grant Reserve is derived on a levy applied to the suppliers of packaging. The grant is restricted to offsetting the costs of collection and disposal of recyclable materials and is released as costs are incurred. As the packaging industry adapts to the imposition of the levy it is not unreasonable to expect a reduction in packaging materials and consequential reduction in grant in future years.

3.16 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

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

3.18 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.

3.19 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

3.20 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.

3.21 Isit 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.

3.22 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

3.23 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 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 £'m	2025/26 Updated Budget £'m	2026/27 Base Budget £'m	2027/28 Projection £'m	2028/29 Projection £'m
(Surplus)/Deficit	**(1.524)**	**0.005**	**(1.000)**	**0.582**	**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 Base Budget £	2025/26 Updated Budget £	2026/27 Base Budget £	2027/28 Projection £	2028/29 Projection £	2029/30 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 Base Budget £	2025/26 Updated Budget £	2026/27 Base Budget £	2027/28 Projection £	2028/29 Projection £	2029/30 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**

	2025/26 Base Budget £	2025/26 Updated Budget £	2026/27 Base Budget £	2027/28 Projection £	2028/29 Projection £	2029/30 Projection £
Collection Fund – Parishes	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)
Collection Fund – District	(7,812,582)	(7,812,582)	(8,138,972)	(8,352,530)	(8,553,805)	(8,553,805)
Retained Business Rates	(8,660,926)	(8,660,926)	(5,623,934)	(5,906,952)	(6,200,020)	(6,200,020)
New Homes bonus	(596,090)	(596,090)	0	0	0	0
3.2% Funding Guarantee	(805,165)	(805,165)	0	0	0	0
Revenue Support Grant	(335,416)	(335,416)	(6,322,463)	(4,726,529)	(3,073,972)	(3,073,972)
NI Compensation	(150,583)	(150,583)	0	0	0	0
Recovery Grant	(194,584)	(194,584)	(194,584)	(194,584)	(194,584)	(194,584)
Extended Responsibility Grant	(1,616,000)	(1,283,233)	(1,312,840)	0	0	0
Damping Funding			(79,801)	(1,199,029)	(2,350,792)	(2,350,792)
Income from Government Grant and Taxpayers	**(23,907,723)**	**(23,574,956)**	**(25,408,971)**	**(24,116,001)**	**(24,109,550)**	**(24,109,550)**
(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	0	1,694	1,694	No major variances.
Supplies and Services	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	2,238	2,238	0	No variances.
Supplies and Services	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	600	600	0	No variances.
Supplies and Services	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	10,575	7,832	(2,743)	No major variances.
Supplies and Services	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	4,000	1,500	(2,500)	No major variances.
Supplies and Services	62,332	48,616	(13,716)	(£14,320) Savings in stationery, subscriptions & professional fees.
Capital Financing	54,056	54,056	0	No variances.
Income	(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	500	500	0	No variances.
Supplies and Services	26,900	24,400	(2,500)	No major variances.
Income	(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	250	250	0	No variances.
Supplies and Services	35,290	35,290	0	No variances.
Income	(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

Service	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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	30,487	30,487	0	No variances.
Income	(467,356)	(407,206)	60,150	£18,390 Rental Income. £42,329 Recharge increase to tenants in relation to service chargeable costs (Repairs and Maintance, 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	55,829	55,829	0	No variances.
Income	(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	4,530	4,530	0	No variances.
Income	(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	24,189	24,189	0	No variances.
Income	(236,353)	(237,936)	(1,583)	(£5,978) Recharge increase to tenants in relation to service chargeable costs (Repairs and Maintance and Grounds Maintenance). £4,395 Lower Rental income due to vacant units in North Walsham.
	(177,250)	**(167,280)**	**9,970**	

Service	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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.

Service	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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.

Service	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
Ad Sustainable Growth				
Employee Costs	94,934	95,581	647	No major variances.
Transport Related	1,944	1,944	0	No variances.
Supplies and Services	200	200	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)	No major variances.
Supplies and Services	100	100	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	No variances.
Supplies and Services	64,950	32,500	(32,450)	Budget transferred to coastal management.
Capital Financing	503,880	503,880	0	No variances.
Capital Salaries	(331,748)	(303,524)	28,224	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)	No major variances.
Supplies and Services	2,620	33,870	31,250	Contributions budget transferred from coast protection.
Income	(69,057)	(45,143)	23,914	Fixed term post complete, externally funded.
	291,236	**322,692**	**31,456**	
Economic Growth				
Employee Costs	700	700	0	No variances.
Premises Costs	5,180	5,677	497	No major variances.
Supplies and Services	379,802	49,500	(330,302)	Completion of UK Shared Prosperity Fund.
Capital Financing	47,792	47,792	0	No variances.
Income	(330,302)	0	330,302	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

Service	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
Ad Environmental & Leisure Svs				
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.
Capital Financing	587,211	587,211	0	No Major Variances.
Income	(140,256)	(160,874)	(20,618)	Higher profit share.
	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

Service	Base Budget 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
AD Planning				
Employee Costs	127,004	122,981	(4,023)	No major variances.
Transport Related	1,325	1,325	0	No variances.
Income	(10,000)	(10,000)	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	No major variances.
Supplies and Services	14,270	8,777	(5,493)	Savings in professional fees & subscriptions.
Income	(517,642)	(517,642)	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	No major variances.
Supplies and Services	31,350	34,850	3,500	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)	No major variances.
Supplies and Services	57,750	55,050	(2,700)	No major variances.
Capital Financing	76,501	76,501	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	No major variances.
Supplies and Services	4,650	5,050	400	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)	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 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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	1,194	1,194	0	No Variances.
Supplies and Services	100	100	0	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	2,832	3,388	556	No Major Variances.
Supplies and Services	56,350	56,100	(250)	No Major Variances.
Capital Financing	31,700	31,700	0	No Major Variances.
Income	(272,366)	(261,366)	11,000	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	15,713	12,392	(3,321)	Reduced travelling costs for fixed term contract staff.
Supplies and Services	124,555	103,395	(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	83,963	83,963	0	No Variances.
Income	(1,747,767)	(1,201,453)	546,314	(£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 2025/26 £	Base Budget 2026/27 £	Movement £	Movement Explanation
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	5,000	4,629	(371)	Reduced lump sum travelling costs.
Supplies and Services	4,144	4,000	(144)	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 2025/26 £	Actual Expenditure 2025/26 £	Remaining Budget (Forecasted YE spend) 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Budget 2030/31 £
Our Greener Future										
Cromer Offices LED Lighting Programme	**178,796**	172,715	**6,081**	6,081	**0**	0	0	0	0	0
Cromer Coast Protection Scheme	**19,534,841**	18,438,774	**1,096,067**	1,037,656	**58,411**	0	0	0	0	0
Coastal Erosion Assistance (Grants)	**90,000**	76,664	**13,336**	0	**13,336**	0	0	0	0	0
Mundesley Coastal Management Scheme	**8,699,998**	7,560,192	**1,139,806**	716,083	**423,724**	0	0	0	0	0
Coastal Management Fund	**950,000**	108,250	**591,750**	11,230	**580,520**	250,000	0	0	0	0
Coastwise	**14,609,914**	1,213,564	**7,248,638**	916,702	**6,331,937**	6,147,712	0	0	0	0
Purchase of Bins	**600,000**	150,000	**178,476**	21,394	**157,082**	150,000	150,000	0	0	0
Electric Vehicle Charging Points	**248,600**	215,283	**33,317**	0	**33,317**	0	0	0	0	0
The Reef Solar Carport	**596,000**	530,820	**65,180**	819	**64,361**	0	0	0	0	0
Holt Country Park Electricity Improvements	**400,000**	163,832	**236,168**	1,750	**234,418**	0	0	0	0	0
Public Conveniences Energy Efficiencies	**150,000**	1,218	**148,782**	3,415	**145,367**	0	0	0	0	0
Coastal Defences	**600,000**	150,000	**150,000**	50,845	**99,155**	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	**514,300**	0	**171,400**	15,000	**156,400**	342,900	0	0	0	0
Waste Vehicles & Food Waste Bins	**1,972,750**	16,750	**1,956,000**	0	**1,956,000**	0	0	0	0	0
Overstrand Seawall Works	**1,280,000**	0	**1,280,000**	0	**1,280,000**	0	0	0	0	0
			14,315,002	**2,780,974**	**11,534,027**	**7,040,612**	**300,000**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2025/26

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

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£	£	£	£	£
Meeting Our Housing Needs										
Disabled Facilities Grants	**12,079,040**	Annual Programme	**2,079,040**	689,178	**1,389,863**	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	**930,000**	546,165	**383,835**	0	**383,835**	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	**2,054,373**	1,425,212	**629,161**	160,000	**469,161**	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
Housing S106 Enabling	**2,500,000**	1,136,000	**1,064,000**	0	**1,064,000**	300,000	0	0	0	0
Loans to Housing Providers	**600,000**	260,000	**340,000**	310,000	**30,000**	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**

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£	£	£	£	£
Investing In Our Local Economy And Infrastructure										
Rocket House	**1,077,085**	224,638	**852,447**	137,998	**714,449**	0	0	0	0	0
Property Acquisitions	**710,000**	9,133	**700,868**	0	**700,868**	0	0	0	0	0
Chalet Refurbishment	**125,000**	72	**124,928**	15,242	**109,686**	0	0	0	0	0
Marrams Building Renovation	**50,000**	3,487	**46,513**	0	**46,513**	0	0	0	0	0
Car Parks Refurbishment	**601,000**	129,200	**411,800**	16,523	**395,276**	60,000	0	0	0	0
Marrams Footpath and Lighting	**290,000**	52,627	**237,373**	7,975	**229,398**	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	**165,351**	75,138	**90,213**	74,945	**15,269**	0	0	0	0	0
UK Shared Prosperity Fund	**474,196**	399,403	**74,793**	15,000	**59,793**	0	0	0	0	0
Rural England Prosperity Fund	**1,895,110**	1,457,851	**437,259**	407,537	**29,722**	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	**150,000**	149,214	**786**	400	**386**	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	**55,000**	0	**55,000**	25,113	**29,887**	0	0	0	0	0
Collectors Cabin Roof	**30,000**	375	**29,625**	15,975	**13,650**	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	**150,000**	0	**150,000**	1,260	**148,740**	0	0	0	0	0
Weybourne Car Park Improvements	**20,000**	0	**20,000**	15,000	**5,000**	0	0	0	0	0
			3,231,603	**732,968**	**2,498,635**	**60,000**	**0**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£	£	£	£	£
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	**300,000**	180,000	**60,000**	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**

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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
Other Contributions	3,780,000	776,564	3,003,436	300,000	0	0	0	0
Reserves	1,438,049	366,623	1,071,426	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0
Capital receipts	2,952,942	683,903	2,269,039	610,000	300,000	0	0	0
Borrowing	5,613,390	269,609	5,343,781	124,300	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**

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Reserves Statement Budget 2026-27 onwards

Reserve	Purpose and Use of Reserve	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast 2025/26	Forecast Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29	Budgeted Movement 2029/30	Balance 01/04/30
		£	£	£	£	£	£	£	£	£	£	£	£
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 01/04/25 £	Updated Budgeted Movement 2025/26 £	Forecast 2025/26 £	Forecast Balance 01/04/26 £	Budgeted Movement 2026/27 £	Balance 01/04/27 £	Budgeted Movement 2027/28 £	Balance 01/04/28 £	Budgeted Movement 2028/29 £	Balance 01/04/29 £	Budgeted Movement 2029/30 £	Balance 01/04/30 £
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 assocoated with the implementation of Local Government Reorgansiation.	**0**	0	0	**0**	750,000	**750,000**	0	**750,000**	0	**750,000**	0	**750,000**
Major Repairs Reserve	To provide provison for the repair and maintenance of the councils asset portfolio.	**456,327**	(50,000)	(50,000)	**406,327**	0	**406,327**	0	**406,327**	0	**406,327**	0	**406,327**
Net Zero Initiatives	to support the Councils Net Zero programme	**384,037**	(21,400)	(21,400)	**362,637**	(278,600)	**84,037**	0	**84,037**	0	**84,037**	0	**84,037**
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	**118,315**	(83,763)	(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**			

Medium Term Financial Strategy

2026/27 to 2029/30

North Norfolk District Council

Executive Summary

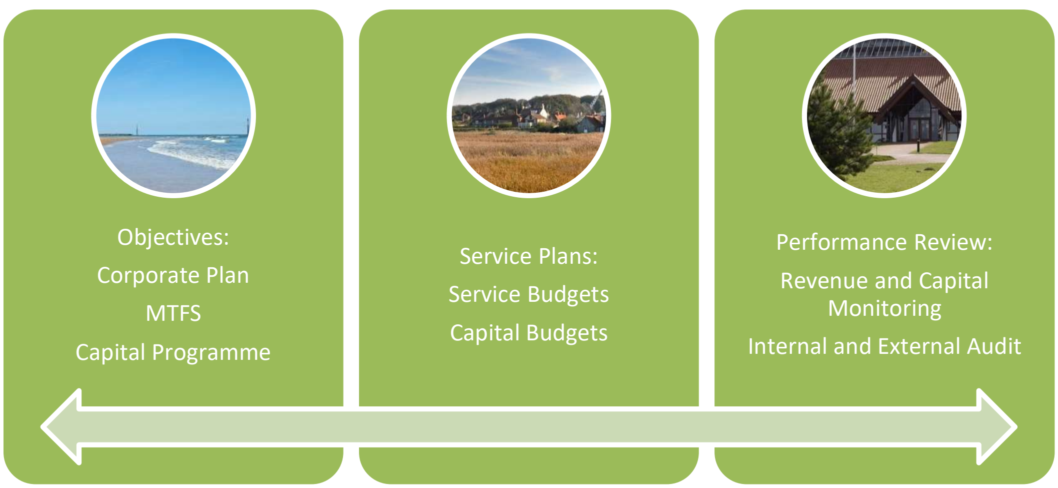
North Norfolk District Council's Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan. The MTFS sets out how Council's priorities will be achieved by setting out the framework within which resources are available to the Council over the medium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

The MTFS aims to:

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

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

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



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

Contents

1. Context

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

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

The strongest business sectors in the district are:

- Accommodation and food services
- Manufacturing
- Construction
- Arts, entertainment and recreation
- Retail & Wholesale
- Agriculture

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

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

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

2. National Pressures

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

<u>Local Government Reorganisation & Devolution</u>

The Government has indicated its intention to proceed with Local Government Reorganisation (LGR) in England, with the objective of simplifying governance structures, improving service delivery, and strengthening financial sustainability. As part of this process, Norfolk councils were invited to submit proposals for reorganisation, and three proposals have now been developed and submitted covering the Norfolk area. These proposals set out alternative models for replacing the current two-tier structure with new unitary arrangements.

At this stage, no final decision has been made by Government. While the emerging direction of travel points towards larger unitary authorities, including indicative population thresholds, the timing, final structure, funding arrangements, and transitional support if any remain uncertain. The Government has signalled that a “minded-to” decision will be issued, currently expect in March 2026, following assessment of the proposals, with statutory consultation and implementation arrangements to follow.

For North Norfolk District Council, the LGR process introduces a period of strategic and financial uncertainty which must be reflected within the MTFS. In particular, the Council must consider the risk of committing to recurring expenditure, long-term savings plans, or significant structural change while the future governance framework remains unresolved. There is also uncertainty regarding the treatment of reserves, assets, liabilities, staffing, and the funding of transitional and implementation costs.

Discussions continue in relation to devolution for Norfolk and Suffolk, including the potential establishment of a combined strategic authority and the transfer of certain powers and responsibilities, such as transport, housing, economic development and skills. As of January 2026, no devolution deal has been formally agreed, and the scope, governance arrangements, funding mechanisms, and implementation timetable remain subject to ongoing negotiation with central government. The interaction between devolution and LGR including how responsibilities and funding would align between any new unitary authorities and a potential combined authority, is not yet fully defined.

The Government invited councils subject to reorganisation to request to hold elections for the short-lived authorities. This Council is not due to hold elections itself before the anticipated vesting day of any successor unitary authority of 1 April 2028, but may run elections for the County Council within our district.

Once any Structural Change Order for the new unitary authorities(y) are(is) approved by parliament this is likely to be accompanied by a section 24 notice compelling predecessor authorities to seek consent before committing significant sums. This uncertainty around elections, and the role of any future shadow unitary or mayoral authority and governance on spending, are relevant considerations for the MTFS, particularly when assessing the appropriateness of long-term financial commitments and permanent structural changes while the future local government framework remains unresolved. Moreover

In the context of continual efforts to mitigate any budget gaps, the Council's approach is therefore focused on short-term and medium-term measures that maintain financial stability while preserving flexibility. Once greater clarity is provided on the preferred LGR model, timescales, and funding arrangements, future iterations of the MTFS will be reviewed and updated accordingly to reflect the implications for NNDC's financial position.

National Pay Review

Pay costs remain a significant element of local authority expenditure and continue to influence medium-term financial planning. In recent years, pay settlements across the public sector have reflected the elevated inflationary environment and wider labour market conditions.

Across the public sector, a number of workforces have agreed pay awards over the past two years, including settlements for junior doctors, teachers, and NHS staff. These agreements were reached in response to a range of factors, including cost-of-living pressures and workforce considerations, and provide relevant context for local government pay negotiations.

The pay award for 2025/26 was agreed in July 2025 and comprised a flat-rate increase of 3.2% for all grades.

As at January 2026, pay negotiations for future years remain subject to national bargaining arrangements and will take place within the context of prevailing economic conditions and the funding available to local government. The MTFS reflects this uncertainty through its pay assumptions, which are kept under review and updated as national agreements are reached.

Interest rates

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

The Bank of England base rate was reduced to 3.75% in December 2025. These changes in rates have impacted the Council's investment strategy, as investment income remains a crucial source of revenue derived from the investment of reserves and surplus funds, including the timing of daily cash inflows and outflows.

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

3. Local Pressures

Local Economic changes

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

Coastal Erosion & Environmental considerations

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

New statutory duties and service expansion

NNDC faces additional pressure from the introduction of new statutory burdens, most notably the requirement to implement separate domestic food waste collection. At present, there is limited certainty over the adequacy of new burdens funding once it is rolled into core grants. Early indications suggest a risk that both capital and revenue funding may be insufficient to cover the full ongoing costs of service delivery, placing further pressure on the Council's revenue budget.

Hidden Deprivation and Funding Formula Risk

While North Norfolk is generally characterised by relatively low levels of deprivation when measured at district-wide level, this masks the presence of pockets of significant deprivation within the district. These communities experience disproportionately high levels of housing insecurity, poor housing conditions, low incomes, health inequalities, and fuel poverty, which in turn drive demand for a range of Council services.

The use of area-wide averages within national funding formulas means that these concentrated pressures are not fully recognised within the funding system, resulting in a misalignment between NNDC's assessed funding need and the actual demand placed on services. This issue is compounded by the removal of certain rural and coastal adjustments and changes to the treatment of non-resident demand within the Fair Funding Review, further increasing the risk that NNDC's service pressures are under-funded over the medium term.

4. Inflation

Inflation is the rate at which the prices for goods and services that the Council buys are expected to rise. At the end of November 2025, Consumer Price Index (CPI) inflation was at 3.2%, which is higher than the Government's target rate of 2%

Inflation over recent years has been highly volatile, presenting a significant challenge for medium-term financial planning. Consumer Price Index (CPI) inflation peaked at 11.1% in October 2022, driven primarily by sharp increases in global energy prices, supply-chain disruption, geopolitical instability, and post-pandemic economic recovery effects.

Since that peak, inflation has moderated materially as supply pressures eased and monetary policy tightened. As at late 2025, CPI inflation was approximately 3.2%, remaining above the Government's long-term target of 2%. In response, the Bank of England's Monetary Policy Committee has maintained a restrictive monetary stance, with interest rates held at elevated levels for longer than previously anticipated to ensure inflationary pressures are brought sustainably under control.

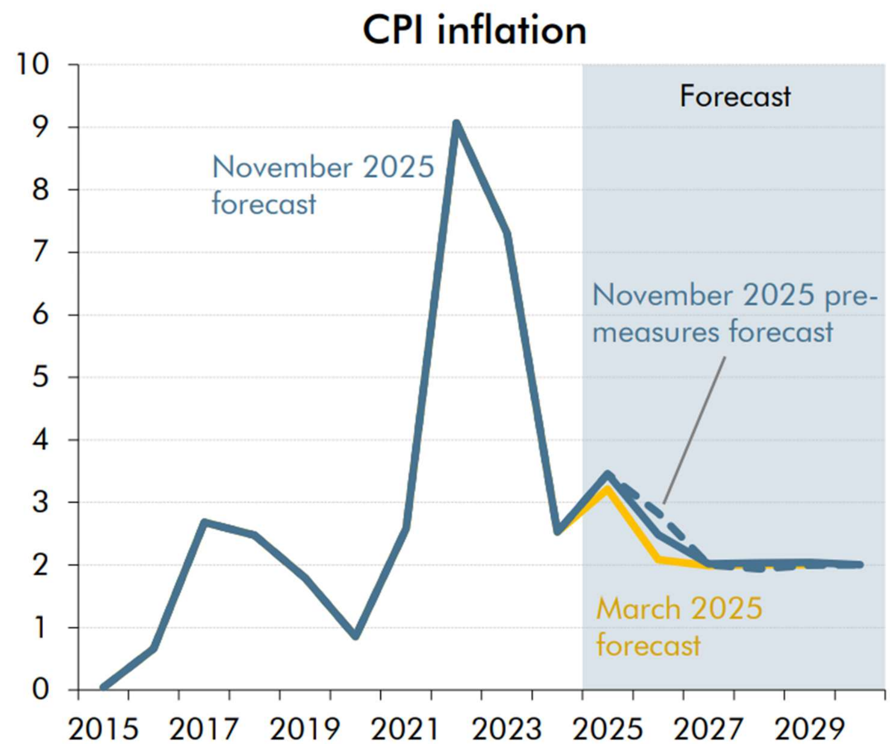
Current forecasts anticipate a gradual return of inflation towards target over the medium term, though risks remain skewed to the upside, particularly in relation to pay settlements, energy prices, and global economic uncertainty. For local government, this means that while inflation is substantially lower than the peaks experienced in 2022 and 2023, it continues to exert upward pressure on pay costs, contracts, and service delivery, and must therefore be treated as a continuing risk within the MTFS. Please refer to Chart 1 for the inflation forecasts for the upcoming period to Q3 2029.

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

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

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

Chart 1 – Inflation Forecast 2025/26 onwards (source latest OBR May 2025)



5. Funding changes

Settlement Funding

Local government funding is determined through the Local Government Finance Settlement, issued by the Ministry of Housing, Communities and Local Government (MHCLG). From 2026/27, the structure and composition of settlement funding changes significantly as a result of the Fair Funding Review, the full reset of the Business Rates Retention Scheme, and the consolidation of a number of historic grants into core funding.

For North Norfolk District Council, settlement funding in prior years comprised several elements, including Revenue Support Grant, New Homes Bonus, Baseline Funding Level through the Business Rates Retention Scheme, Council Tax, and a number of specific grants. From 2026/27 onwards, many of these funding streams are either abolished or rolled into a single core settlement, reducing transparency and flexibility within the funding system. Also, it is worth noting that the settlement published for 2026/27 was a multi-year settlement and contained 3 years' worth of information – which is a positive step as it allows for authorities to plan better for future years knowing that there is some certainty of the amount of funding provided by central government.

Historically, NNDC has been assessed as having sufficient locally raised resources such that it would generate a negative Revenue Support Grant position under the funding formula. In previous years, this has been managed through government intervention to hold authorities at a zero level of Revenue Support Grant rather than requiring repayment. From

2026/27, this position is overtaken by wider structural reform, with Revenue Support Grant, business rates baselines, and a range of former grants being consolidated into a single Settlement Funding Assessment.

Overall, NNDC's underlying settlement funding is anticipated to reduce in real terms over the medium term. While total resources show an initial small cash increases once council tax, assumed grant funding, and transitional protections are included, these increases are below forecast inflation, resulting in a real-terms reduction in spending power. The total amount of settlement funding is summarised below in Chart 2. Chart 3 shows the change in total funding sources, including Council Tax.

Fair Funding Review

The Fair Funding Review represents a fundamental recalculation of how local government funding is distributed, updating the data and formulas used to assess councils' relative need and ability to raise local resources. Many of the underlying datasets had not been comprehensively refreshed since 2011, and their update has resulted in significant redistribution across the sector.

The revised methodology places greater emphasis on population, deprivation and service demand associated with social care responsibilities, while reducing the impact of factors such as rurality, coastal pressures and non-resident demand. As a result, district councils, including NNDC, see a reduction in their relative funding position compared with authorities with upper-tier responsibilities. These changes are reflected in NNDC's revised Settlement Funding Assessment from 2026/27 and contribute to the structural weakening of the Council's funding base over the medium term.

From 2026/27, NNDC is covered by a 95% baseline funding guarantee, which provides transitional protection against reductions in core settlement funding. This guarantee does not represent growth in funding but reflects the limited overall increase in local government funding and the redistribution of resources towards authorities with the highest assessed levels of need. As a result, while the funding floor provides short-term stability, the quantum of funding available to district councils remains constrained, and NNDC continues to experience a real-terms reduction in spending power over the medium term.

Business Rate Reset

As part of the Government's wider reform of local government finance, a full reset of the Business Rates Retention System is being implemented from 2026/27, alongside the first phase of the Fair Funding Review. This represents a significant change to the way business rates income is treated within the funding system.

Under the reset, existing business rates baselines are recalculated and historic growth is incorporated into new baseline funding levels. This has the effect of removing accumulated business rates growth that has previously been retained locally, resetting councils' retained income to reflect updated assessments of need and resources. For district councils, including NNDC, this change reduces the benefit of historic growth and increases reliance on future growth generated after the reset.

The reset also alters the risk and reward balance within the system. While councils will continue to retain a share of growth above the new baseline, this growth may be subject to levy arrangements at lower thresholds, and future income is more exposed to volatility arising from valuation changes, appeals, and wider economic conditions. In addition, the benefits of business rates pooling are significantly reduced under the revised system –

NNDC will not be part of a business rates pool for the financial year 2026/27 as there was no appetite to create one in Norfolk for 2026/27.

Within the MTFS, assumptions on business rates income have therefore been updated to reflect the reset and the revised baseline position from 2026/27 onwards. The changes to the system reduce the predictability of business rates income over the medium term and increase the importance of cautious forecasting and ongoing monitoring. These risks are reflected within the MTFS assumptions.

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

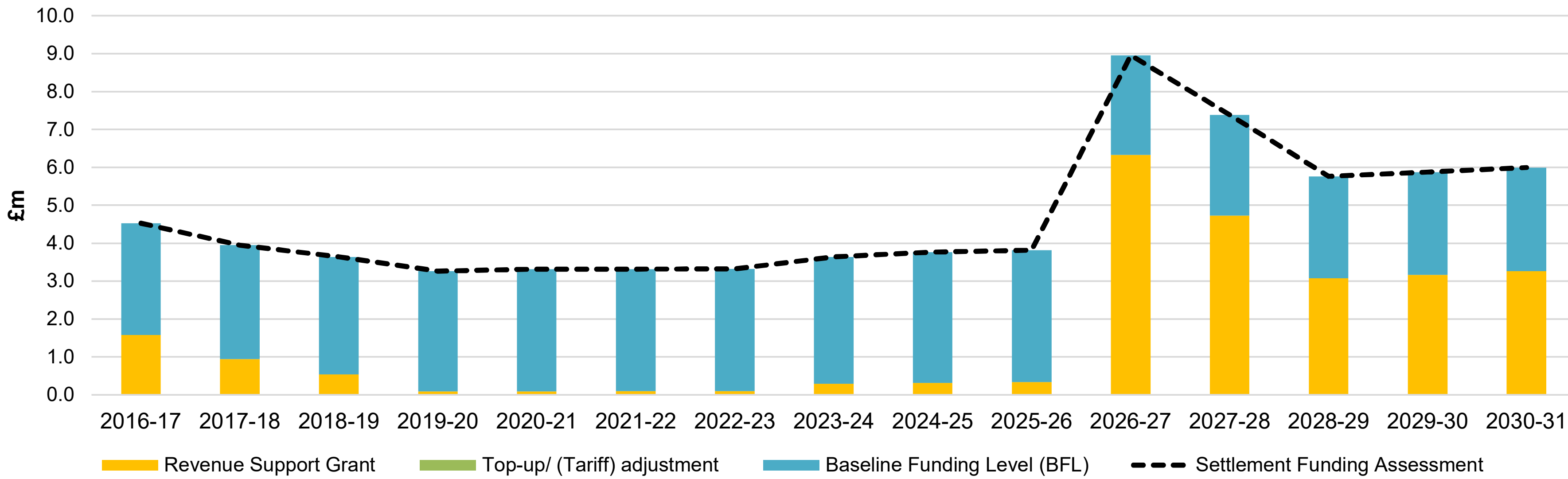
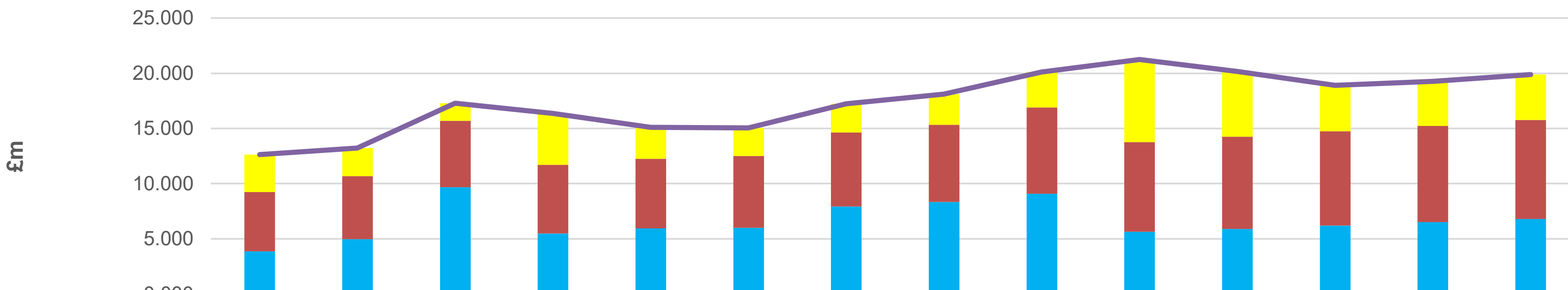


Chart 3: Sources of Funding



	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Business Rates	3.396	2.546	1.588	4.678	2.861	2.551	2.578	2.779	3.225	7.483	5.911	4.155	4.050	4.142
Council Tax	5.381	5.730	6.043	6.218	6.296	6.511	6.722	6.996	7.813	8.139	8.353	8.554	8.724	8.969
Grant Funding	3.859	4.951	9.662	5.477	5.954	5.995	7.930	8.342	9.091	5.624	5.907	6.200	6.503	6.802
Total Funding	12.636	13.227	17.293	16.373	15.111	15.056	17.230	18.117	20.128	21.246	20.171	18.909	19.277	19.912

Grant Funding   Council Tax   Business Rates   Total Funding

6. Income

The Council receives income from a range of sources, including locally raised taxes, fees and charges, and funding provided through the Local Government Finance Settlement and other specific grants. This section explains the Council's main income streams and how they are expected to change over the medium term.

<u>Business Rates Retention</u>

The Business Rates Retention System (BRRS) has historically enabled local authorities to retain a share of locally collected business rates, providing an incentive for economic growth and a degree of locally controlled income. Since its introduction in 2013/14, the system has undergone a number of incremental changes, including variations in local share, tariffs and top-ups, safety nets, and growth levies.

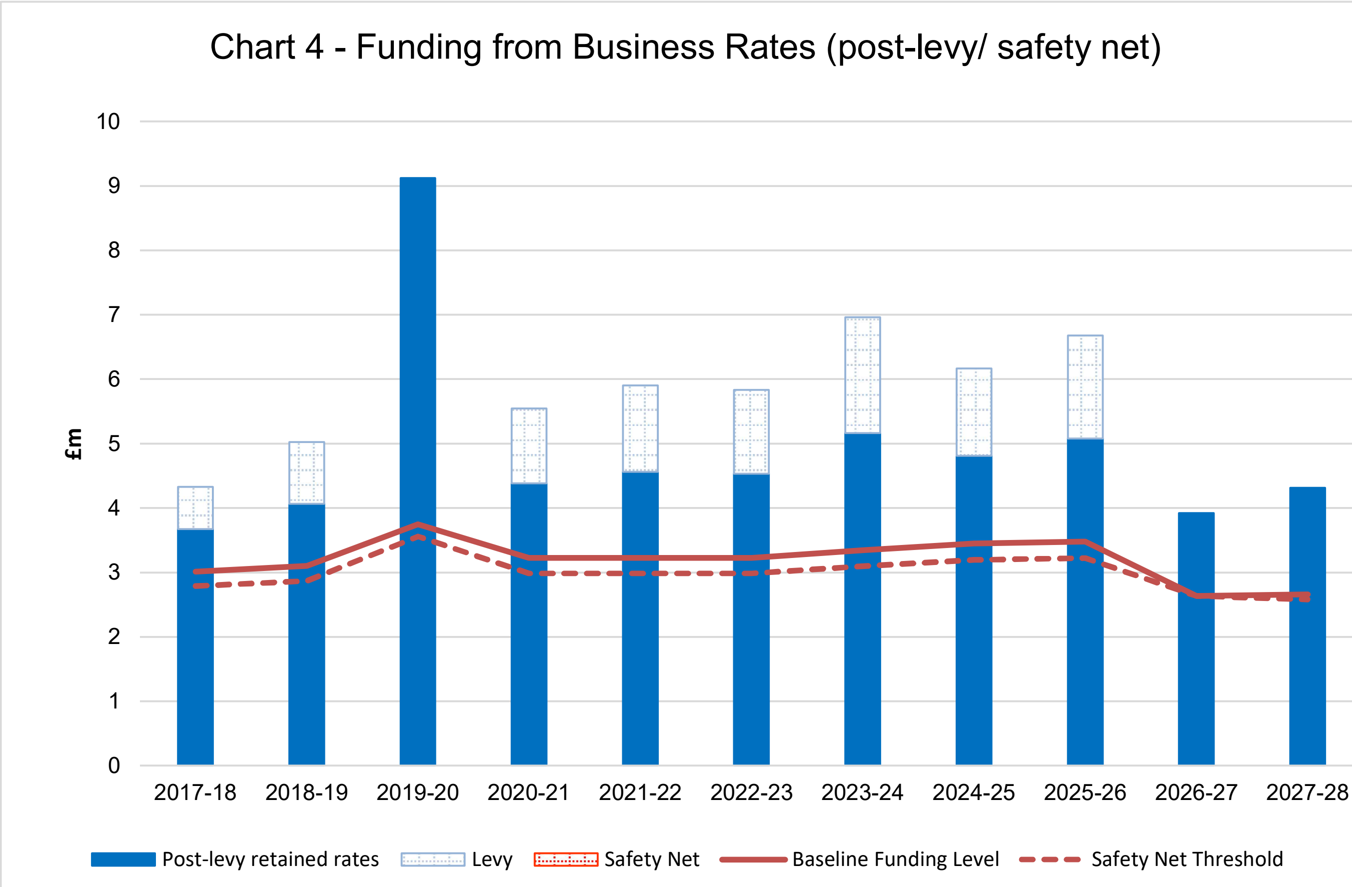
From 2026/27, the system changes significantly as part of the Government's wider reform of local government finance. A full reset of business rates baselines is being implemented alongside the first phase of the Fair Funding Review. Under this reset, historic business rates growth is incorporated into new baseline funding levels, effectively removing accumulated growth that councils have previously retained, and recalibrating retained income to reflect updated assessments of need and resources.

For NNDC, this reset results in a material reduction in retained business rates income, as historic growth is no longer reflected in the Council's baseline position. While the Council will continue to retain a share of growth generated above the new baseline, future growth is expected to be more limited and is subject to increased volatility arising from revaluations, appeals, economic conditions, and potential levy arrangements at lower thresholds than previously applied.

The revised system also significantly reduces the benefits of business rates pooling, and NNDC will not participate in a business rates pool for 2026/27. This further limits the scope to mitigate volatility or retain additional growth through collective arrangements.

Within the MTFS, business rates income assumptions have therefore been updated to reflect the post-reset baseline position from 2026/27 onwards. While transitional protections within the settlement provide short-term stability, the reset represents a structural change to NNDC's funding base, reducing predictability and increasing reliance on cautious forecasting, ongoing monitoring, and sensitivity analysis. These risks are reflected within the MTFS assumptions and risk framework.

Chart 4 visualises the changes in the funding expected from business rates. Retained rates represent the Council's net share of locally collected business rates after system adjustments, while the levy reflects the portion of growth that must be returned to central government under the Business Rates Retention Scheme.



New Homes Bonus

The New Homes Bonus was introduced in 2011/12 as an incentive and reward mechanism to promote housing growth. Councils receive payment for new houses built in the district and also long term empty properties that have been brought back into use with 80% kept by NNDC and 20% returned to the County. The New Homes Bonus was abolished as part of the wider reform of local government funding because it was no longer seen by Government as an effective, fair, or sustainable mechanism for distributing resources. NNDC will not receive this funding from 1 April 2026.

Revenue Support Grant

Historically, local government funding was made up of a wide range of separate grants and funding streams, alongside locally raised income. Revenue Support Grant (RSG) was the principal source of un-ringfenced funding within this system and was distributed through the Local Government Finance Settlement based on assessments of relative need and local resources. In addition to RSG, councils received a number of other specific and general grants, each with their own allocation methodologies and levels of transparency.

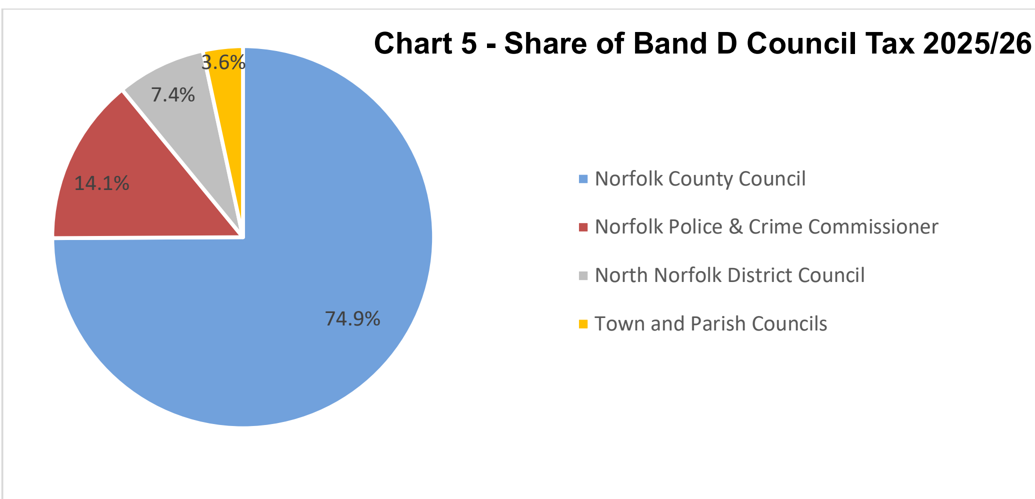
Over time, the role of RSG diminished for many councils as funding policy increasingly prioritised locally raised income, particularly council tax and business rates. For NNDC, the funding formula assessed the Council as having sufficient local resources, resulting in a very small RSG position.

From 2026/27, the structure of funding changes significantly as part of the Fair Funding Review and wider funding reforms. Rather than funding being delivered through a large number of separately identifiable grants, the settlement now places greater emphasis on a single core funding allocation, with Revenue Support Grant acting as the primary mechanism through which this funding is delivered, alongside business rates baselines. A number of grants that were previously paid separately, including New Homes Bonus and elements of homelessness and other service-related funding, are now rolled into this core allocation. A smaller number of grants remain outside the settlement where they continue to be paid separately.

As a result of this consolidation, it is no longer possible to clearly disaggregate individual historic grant streams within the settlement. While this approach simplifies the overall funding framework, it reduces transparency and limits the ability to directly match funding streams to specific service pressures. The MTFS therefore considers settlement funding in aggregate, rather than by reference to individual historic grants, reflecting the way funding is now provided under the reformed system.

Council Tax

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



The charge on a Band D property which is retained by NNDC is currently £173.52. Any increases on this amount are restricted by a cap put in place by the Government, which means that NNDC cannot increase its precept by more than 3% or £5, whichever is the greater. Within the MTFS, it has been assumed that NNDC will increase its precept annually by the maximum amount to partly offset the reduction in grant funding from Central Government.

Fees and charges

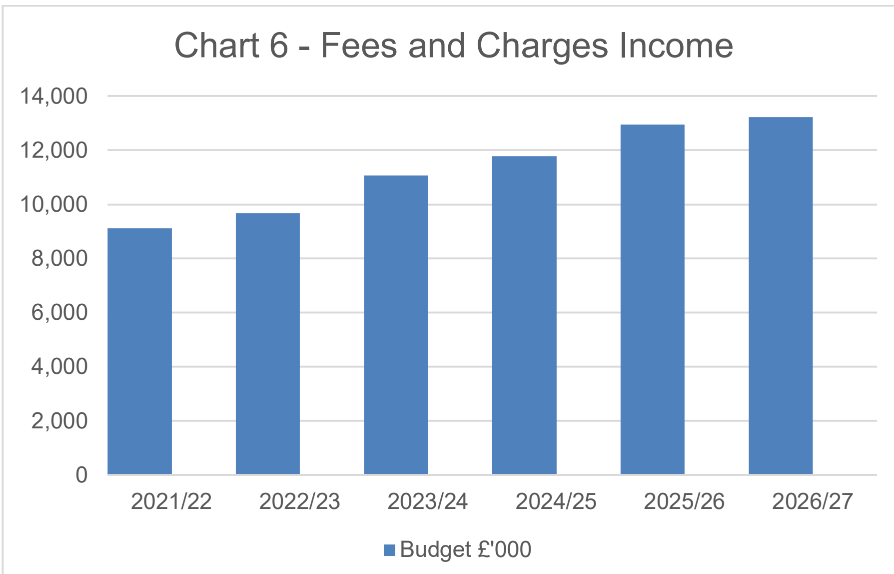
The Council generates income through various fees and charges for services provided to residents and businesses. These charges help fund essential services and maintain financial sustainability. The way these fees are determined can vary, with some being set by central government and others by the Council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

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

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

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

Chart 6 below shows the actual income received for the years 2021/22 – 2024/25, alongside the budgetted income for 2025/26.



7. Looking forward

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

General Fund

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

This General Fund Summary is latest position as being presented ahead of the 2026/27 budget setting.

Table 1: General Fund Summary 2025/26 – 2028/29

	2025/26 Updated Base Budget £	2026/27 Proposed £	2027/28 Projection £	2028/29 Projection £
Net Operating Expenditure	23,569,539	24,408,540	24,698,599	25,218,900
Contributions to/(from) Earmarked Reserves:	5,417	1,000,431	352,767	411,980
Amount to be met from Government Grant and Local Taxpayers	**23,574,956**	**25,408,971**	**25,051,366**	**25,630,880**
Income from Government Grant and Taxpayers	(23,574,956)	(25,408,971)	(24,116,001)	(24,109,550)
(Surplus)/Deficit	**-**	**-**	**935,365**	**1,521,330**

Reserves

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

- General Reserve
- Earmarked Reserves
- Capital Receipts Reserve

The General Reserve is held for two main purposes:

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

As part of setting the budget each year the adequacy of all reserves is assessed along with the optimum level of general reserve that an authority should hold. The optimum level of the general reserve takes into account a risk assessment of the budget and the context within which it has been prepared.

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

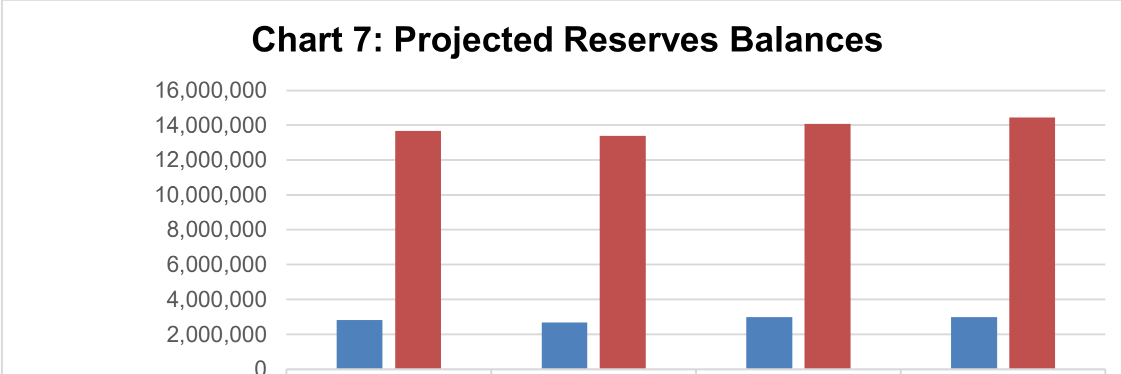
All reserves, general and earmarked, will be reviewed over the coming months as part of setting the budget for 2026/27, with a view that where commitments have not been identified and funds or reserve balances are no longer required these are re-allocated to specific reserves to address other requirements as applicable.

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

There are currently 28 earmarked reserves, with an additional LGR reserve being added as part of the 2026/27 budget papers, bringing the total to 29 earmarked reserves alongside the General Fund Reserve. The names and individual details of these earmarked reserves can be found in Appendix 2.

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

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



	Balance 01/04/25	Balance 01/04/26	Balance 01/04/27	Balance 01/04/28
General Fund	2,825,161	2,685,455	2,989,299	2,989,299
Earmarked Reserves	13,676,840	13,399,257	14,095,844	14,448,611

The above projection with Chart 7 predicts a movement of Reserves held from £16.50m in April 2025 to £17.44m by April 2028. Please note that these movements do not take into account the anticipated deficit positions for future years, or potential usage of reserves in future years budgeting for reasons not yet known to the authority.

<u>Forward Looking Assumptions</u>

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

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

- **Inflation** – Inflation assumptions affect the costs of delivering services and are essential when forecasting salaries, contracts, and procurement costs. If inflation rises higher than forecasted, costs could outpace available funding.

- **Interest rates** – The Council invests when there is surplus cash, the returns on these investments are typically linked to interest rates. When interest rates are low, the Council earns less on their investments, reducing the income that can support service delivery. When interest rates rise, the cost of servicing debt increases, which can reduce the funds available for other services if borrowing is sought.

- **Government Funding** – The introduction of a three-year Local Government Finance Settlement provides greater clarity over baseline funding assumptions across the MTFS period than has been available in recent years. While individual years remain subject to annual confirmation and potential adjustment, the multi-year framework enables more informed planning around funding trajectories, transitional protections, and the timing of funding changes. This improved visibility supports more robust scenario planning and risk assessment within the MTFS, while recognising that uncertainty remains beyond the settlement period and in relation to wider reform, including LGR and devolution.

- **Service Demands** – If demand increases due to demographic changes or social factors, councils will need to allocate more resources, impacting their budgets. Incorrectly predicting demand can lead to underfunding or over-provision of services.

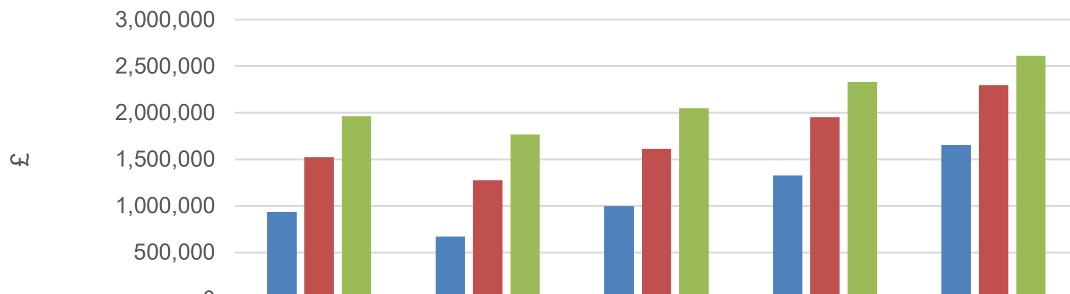
- **New burdens** – the largest new burden is the requirement to implement separate domestic food waste collection services. Funding for new burdens provided within the Local Government Finance Settlement; however, as a result of the wider funding reforms, this funding is not separately identified and is instead rolled into core settlement funding.

  At this stage, there remains uncertainty around the most appropriate service delivery model for NNDC. As a result, robust costings cannot yet be confirmed, and assumptions have been built within the MTFS based latest information available at the time of writing.

- **Inflation** – detailed workings and charts are provided below

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

Chart 8 - Impact on overall deficit projections from inflation movements



	Current Estimates	2%	4%	6%	8%
2027/28 Projection	935,365	670,169	997,587	1,325,005	1,652,423
2028/29 Projection	1,521,330	1,275,294	1,614,631	1,953,969	2,293,306
2029/30 Projection	1,963,744	1,767,399	2,048,878	2,330,358	2,611,837

2027/28 Projection   2028/29 Projection   2029/30 Projection

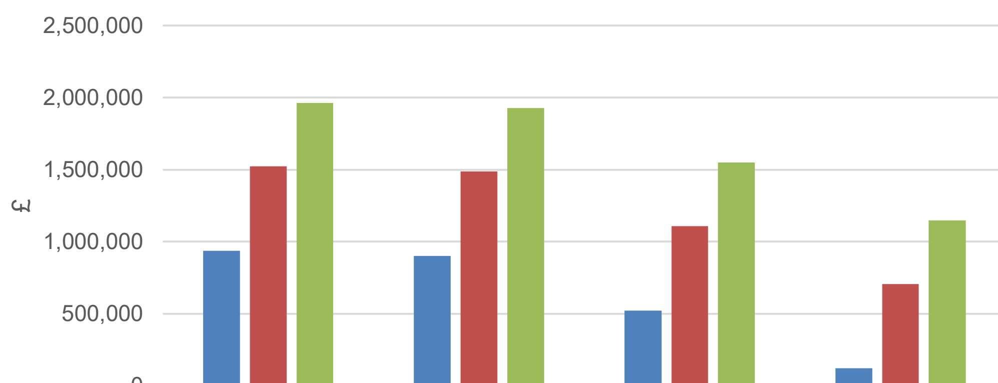
Interest rates have risen significantly since early 2022 as the Bank of England sought to address elevated inflationary pressures. The Bank Rate peaked at 5.25% in August 2023 and was subsequently reduced to 5.0% in August 2024. Since then, interest rates have remained at relatively high levels by historical standards, reflecting the Bank of England's cautious approach to returning inflation sustainably towards its 2% target.

There is also the potential for interest rates to be held at current levels for longer, or to rise again, should inflationary pressures re-emerge or economic conditions deteriorate.

For NNDC, changes in interest rates have a direct impact on the return earned on cash balances and investments, as well as on the cost of any borrowing. Higher interest rates have supported investment income in recent years; however, this benefit may reduce over time if rates fall, while borrowing costs would remain elevated relative to historic norms.

Chart 9 illustrates the sensitivity of the Council's financial position to changes in investment returns, showing the impact on the overall surplus or deficit should the interest rate levels alter by different amounts, alongside an updated forecast based on the latest interest rate projections. These sensitivities are reflected within the MTFS to support prudent financial planning and risk management. Current estimates in the below charts are based around the project movements in base rates as per advice from our financial adviser; and expected returns based on projected economic shifts.

Chart 9: The impact of effective interest rates earned on investment on the Deficit position



	Current Estimates	0.1%	2%	4%
2027/28 Projection	935,365	899,965	520,365	120,365
2028/29 Projection	1,521,330	1,485,930	1,106,330	706,330
2029/30 Projection	1,963,744	1,928,344	1,548,744	1,148,744

2027/28 Projection 2028/29 Projection 2029/30 Projection

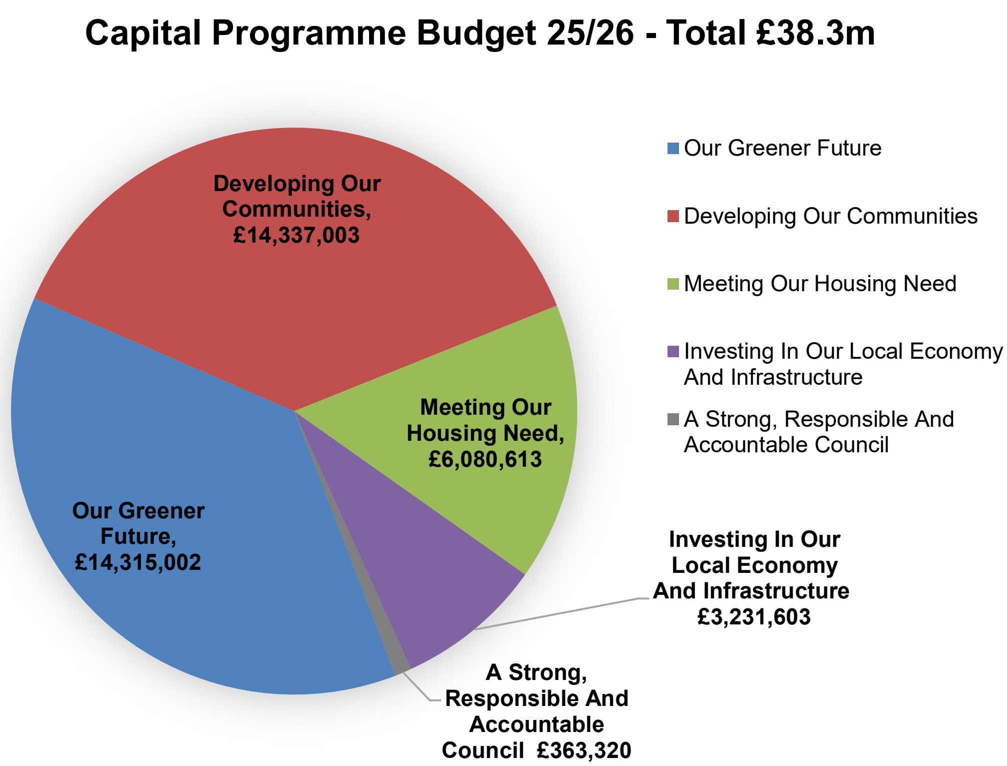
Capital

The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years. As capital expenditure is incurred, a source of finance must be identified. This can be done through capital receipts, grants and other revenue resources or alternatively through borrowing.

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

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

Please see below for a visual representation of the Capital Programme Budget for 25/26.



8. Mitigating any **Budget gap**

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

North Norfolk District Council faces a substantial budget gap in future years, as outlined in the above section. Developing a detailed precise plan to achieve the required savings over the next 2 years is inherently challenging, as it is affected on both internal and external drivers. Internal factors include the council's operational efficiency and the ability to innovate, while external factors range from economic conditions and government policy changes to unforeseen global or regional events. This section sets out the strategy to address any shortfall, ensuring financial sustainability while maintaining essential services and meeting statutory obligations. The proposed measures encompass a combination of efficiency improvements, revenue generation, cost containment, and strategic realignment.

Local Government Reorganisation

At present, the ability to progress tangible, longer-term actions to close the budget gap is constrained by the uncertainty arising from Local Government Reorganisation. Until the Government issues a minded-to decision, the future structure of local government in Norfolk remains unclear, with one-, two- or three-unitary models all under consideration. Each option implies a different set of future partner authorities, governance arrangements, and opportunities for service integration or shared delivery. As a result, it is not currently practical to progress detailed joint financial planning or structural efficiency work with potential future partners. Once a minded-to decision is confirmed, the Council will be better positioned to work constructively with the relevant authorities to develop coordinated, evidence-based approaches to financial sustainability and the closing of the medium-term budget gap.

Property Investment and Asset Commercialisation

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

Opportunities for the most efficient utilisation of the Council's assets and maximising returns where appropriate are vital. Indirect property investments via treasury instruments, such as the purchase of pooled property funds, can potentially provide a return in terms of a regular income and growth in the value of the investment. Under the Treasury Management Strategy, the Council has made investments in a number of pooled funds which invest in property. One of these funds, the LAMIT Pooled Property Fund, invests exclusively in various property assets with the aim of achieving a regular income and growth in the value of the investment. In addition to these investments, the Council has agreed to provide capital expenditure loans to registered providers of social housing to facilitate the delivery of housing in the district, along with achieving an income return on its investment. The Council can choose to use its capital resources to finance a programme of asset commercialisation which aims to deliver long-term revenue streams for the Council and work on an ongoing basis is required to identify the most appropriate projects. This strategy of direct property investment can ensure a secondary benefit to the district as it is possible to generate an economic growth benefit when the investment is located in North Norfolk. This is; however, more resource intensive to manage than externalising these investments.

Service Reviews

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

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

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

Savings Proposals

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

Generating additional income

Generating additional income through services like car parks and waste collection can provide a steady revenue stream that helps close the Council's budget gap reducing the impact on services the Council provides. Additionally the annual review of all discretionary fees and charges will ensure they reflect market rates and appropriately recover costs.

Consideration around economically unviable non-statutory services

One of the approaches to addressing any budget gap is the ongoing review of the Council's non-statutory services and discretionary activities, with a focus on those that are not economically viable in their current form. Non-statutory services - those not legally required by Government - are often valued by communities but can place pressure on the Council's finances where they require ongoing subsidy. As part of its normal financial management arrangements, the Council continually assesses whether service levels remain appropriate, whether delivery models can be adapted, or whether activity should be reduced or ceased where it is no longer sustainable.

This approach is supported by regular cost-benefit analysis to identify services that may be under-utilised, duplicative, or disproportionate in cost relative to the outcomes delivered. These assessments are undertaken on an ongoing basis and inform both annual budget setting and medium-term financial planning. Any changes are considered alongside statutory obligations and wider community impact, ensuring that essential functions continue to be delivered.

In parallel, the Council continually reviews enabling activity, such as repairs and maintenance, which, while not statutory services in their own right, are necessary to support compliance with statutory duties including health and safety, building compliance, and the provision of safe accommodation. This ongoing review focuses on ensuring value for money, prioritising public safety and emergency response, and strengthening planned maintenance to reduce reliance on reactive or emergency interventions.

Together, these continuous review processes support the effective prioritisation of resources towards statutory and essential functions, while maintaining financial resilience and flexibility as the Council works to close the medium-term budget gap.

<u>Review of statutory services</u>

Investigating the standard of statutory services provided offers an opportunity to identify where levels of service can be adjusted to ensure value for money in our approach while still meeting the essential needs of the community. By reviewing current service standards, the council can pinpoint areas where delivery might be scaled back without compromising basic requirements.

<u>Shared Services, collaboration and selling services</u>

Creating efficiencies through shared services continues to be a priority for central government. Identifying such opportunities must therefore continue at a local level, ensuring that realistic and deliverable benefits can be achieved. This could include joint procurement opportunities, shared service delivery where appropriate and selling services. Collaboration will become easier to achieve once an LGR minded-to decision is announced as NNDC will have more information on which partners we are likely to be working with in the future.

<u>Council Tax</u>

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

Central government funding calculations for local authorities are based on the assumption that councils will apply the maximum permitted increase in council tax for the relevant year. This assumption is embedded within the calculation of Core Spending Power and the wider Local Government Finance Settlement and is used consistently across the sector, regardless of whether individual councils ultimately choose to increase council tax to this level.

As a result, the funding figures presented within the settlement, and reflected within this MTFS, do not represent guaranteed funding unless the assumed level of council tax increase is implemented locally. Where a lower increase is applied, this creates a corresponding shortfall against the funding assumptions built into the national settlement.

The MTFS therefore reflects the Government's assumed council tax increase for planning purposes, while recognising that the final decision on council tax levels remains a matter for Members as part of the annual budget-setting process.

Conclusion

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

Appendix 1 – General Fund Summary

Service Area	2025/26 Base Budget	2025/26 Updated Budget	2026/27 Base Budget	2027/28 Projection	2028/29 Projection	2029/30 Projection
	£	£	£	£	£	£
Corporate Leadership/ Executive Support	4,384,567	4,384,567	4,427,873	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**	**24,321,214**	**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**	**24,408,540**	**24,698,599**	**25,218,900**	**25,623,294**

Contributions to/(from) Earmarked Reserves:	2025/26 Base Budget	2025/26 Updated Budget	2026/27 Base Budget	2027/28 Projection	2028/29 Projection	2029/30 Projection
Capital Projects Reserve	0	(474,807)	0	-	-	-
Asset Management	0	(172,169)	300,000	-	-	-
Benefits	(51,567)	(51,567)	0	-	-	-
Building Control	(19,874)	(19,874)	0	-	-	-
Business Rates Reserve	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	-
Delivery Plan	(80,000)	(609,432)	(50,000)	-	-	-
Elections	60,000	60,000	0	-	-	-
Extended Responsibility Grant	1,616,000	1,283,233	0	-	-	-
Grants	(85,159)	(95,159)	(83,854)	(19,720)	(20,020)	-
Housing	(56,299)	(284,460)	(219,959)	(59,513)	-	-
Legal	(4,579)	(4,579)	0	-	-	-

Local Government Reorganisation	0	0	750,000	-	-	-
Major Repairs Reserve	0	(50,000)	0	-	-	-
Net Zero Initiatives	(300,000)	(21,400)	(278,600)	-	-	-
New Homes Bonus Reserve	(83,763)	(83,763)	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	-	-	-
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**

Funding	**2025/26 Base Budget**	**2025/26 Updated Budget**	**2026/27 Base Budget**	**2027/28 Projection**	**2028/29 Projection**	**2029/30 Projection**
Collection Fund – Parishes	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)
Collection Fund – District	(7,812,582)	(7,812,582)	(8,138,972)	(8,352,530)	(8,553,805)	(8,553,805)
Retained Business Rates	(8,660,926)	(8,660,926)	(5,623,934)	(5,906,952)	(6,200,020)	(6,200,020)
New Homes bonus	(596,090)	(596,090)	-	-	-	-
3.2% Funding Guarantee	(805,165)	(805,165)	-	-	-	-
Revenue Support Grant	(335,416)	(335,416)	(6,322,463)	(4,726,529)	(3,073,972)	(3,073,972)
NI Compensation	(150,583)	(150,583)	-	-	-	-
Recovery Grant	(194,584)	(194,584)	(194,584)	(194,584)	(194,584)	(194,584)
Extended Responsibility Grant	(1,616,000)	(1,283,233)	(1,312,840)	-	-	-
Damping Funding	-	-	(79,801)	(1,199,029)	(2,350,792)	(2,350,792)
Income from Government Grant and Taxpayers	**(23,907,723)**	**(23,574,956)**	**(25,408,971)**	**(24,116,001)**	**(24,109,550)**	**(24,109,550)**
(Surplus)/Deficit	**-**	**-**	**-**	**935,365**	**1,521,330**	**1,963,744**

Appendix 2 – Projected Reserve Movements

Reserve	Balance 01/04/25	Updated Movement 2025/26	Forecast Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29
	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	**2,223,322**	(139,706)	**2,685,455**	303,844	**2,989,299**	-	**2,989,299**	-	**2,989,299**
Earmarked Reserves:									
Capital Projects	**474,807**	(474,807)	**-**	-	**-**	-	**-**	-	
Asset Management	**427,948**	(172,169)	**255,779**	300,000	**555,779**	-	**555,779**	-	**555,779**
Benefits	**727,822**	(51,567)	**676,255**	-	**676,255**	-	**676,255**	-	**676,255**
Building Control	**105,085**	(19,874)	**85,211**	-	**85,211**	-	**85,211**	-	**85,211**
Business Rates	**1,683,890**	(18,000)	**1,665,890**	(18,000)	**1,647,890**	(18,000)	**1,629,890**	(18,000)	**1,611,890**
Coast Protection	**219,393**	-	**219,393**	-	**219,393**	-	**219,393**	-	**219,393**
Communities	**168,941**	-	**168,941**	-	**168,941**	-	**168,941**	-	**168,941**
Delivery Plan	**1,117,423**	(609,432)	**507,991**	(50,000)	**457,991**	-	**457,991**	-	**457,991**
Economic Development and Regeneration	**178,079**	(34,000)	**144,079**	-	**144,079**	-	**144,079**	-	**144,079**
Election Reserve	**123,000**	60,000	**183,000**	-	**183,000**	-	**183,000**	-	**183,000**
Enforcement Works	**39,884**	-	**39,884**	-	**39,884**	-	**39,884**	-	**39,884**
Environmental Health	**668,414**	-	**668,414**	-	**668,414**	-	**668,414**	-	**668,414**
Environment Reserve	**150,000**	-	**150,000**	-	**150,000**	-	**150,000**	-	**150,000**
Extended Responsibility Producer	**-**	1,283,233	**1,283,233**	-	**1,283,233**	-	**1,283,233**	-	**1,283,233**
Grants	**2,719,520**	(237,660)	**2,481,860**	(83,854)	**2,398,006**	(19,720)	**2,378,286**	(20,020)	**2,358,266**
Housing	**1,551,341**	(284,460)	**1,266,881**	(219,959)	**1,046,922**	(59,513)	**987,409**	-	**987,409**
Innovation Fund	**593,019**	-	**593,019**	-	**593,019**	-	**593,019**	-	**593,019**
Land Charges	**250,052**	-	**250,052**	-	**250,052**	-	**250,052**	-	**250,052**
Legal	**52,914**	(4,579)	**48,335**	-	**48,335**	-	**48,335**	-	**48,335**
Local Government Reorganisation	**-**	-	**-**	750,000	**750,000**	-	**750,000**	-	**750,000**
Major Repairs Reserve	**456,327**	(50,000)	**406,327**	-	**406,327**	-	**406,327**	-	**406,327**
Net Zero Initiatives	**384,037**	(21,400)	**362,637**	(278,600)	**84,037**	-	**84,037**	-	**84,037**

New Homes Bonus (NHB)	**118,315**	(45,763)	**72,552**	-	**72,552**	-	**72,552**	-	**72,552**
Organisational Development	**98,881**	-	**98,881**	-	**98,881**	-	**98,881**	-	**98,881**
Pathfinder	**89,566**	-	**89,566**		**89,566**	-	**89,566**	-	**89,566**
Planning	**278,433**	46,763	**325,196**	12,000	**337,196**	50,000	**387,196**	50,000	**437,196**
Restructuring & Invest to Save Proposals	**699,748**	(159,205)	**540,543**	-	**540,543**	-	**540,543**	-	**540,543**
Second Home Premium	**-**	515,337	**515,337**	285,000	**800,337**	400,000	**1,200,337**	400,000	**1,600,337**
Treasury	**300,000**	-	**300,000**	-	**300,000**	-	**300,000**	-	**300,000**
Total Reserves	**16,502,000**	**(417,289)**	**16,084,711**	**1,000,431**	**17,085,142**	**352,767**	**17,437,909**	**411,980**	**17,849,889**

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Appendix 3 – Capital Programme 2025/26 and beyond

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**

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Non-Domestic (Business) Rates Policy 2026-27	
Executive Summary	The Non-Domestic (Business) Rates Policy 2026-27 has been revised to reflect the changes to schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.
Options considered.	The policy is discretionary, so members can decide not to agree to the recommendations.
Consultation(s)	The Government expects local authorities to use their discretionary relief powers to grant these reliefs. The Supporting Small Business Relief, Hardship Relief, Film Studios Relief, Flood Relief, Electric Vehicle Charging Points and Electric Vehicle Only Forecourts relief, Pubs and live music venues relief and Retail Hospitality and Leisure Relief up to 31/03/26. All of these (except the Hardship Policy) will be compensated in full for our loss of rates income. This compensation will be paid by section 31 grant and calculated based on the returns that the council makes under the rates retention scheme. The Council's Discretionary Rate Relief Policy has been revised to reflect these changes.
Recommendations	1. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A. 2. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as indicated in Appendix C. 3. It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.
Reasons for recommendations	The new policy will enable the Supporting Small Business Relief, Hardship Relief, Film Studios Relief, Flood Relief, Electric Vehicle Charging Points and Electric Vehicle Only Forecourts relief, Pubs and live music venues relief and Retail Hospitality and Leisure Relief up to 31/03/26 to be awarded discretionary reliefs.
Background papers	1. The government announced on 27 January 2026 that in 2026-27, eligible pubs and live music venues will benefit from a 15% business rates relief on top of the support announced at Budget 2025. Their bills will then be frozen in real terms for a further 2 years. 2. In the Budget on 26 November 2025 the Chancellor announced the Government would replace the 40% Retail, Hospitality and Leisure Relief with lower business rate multipliers, introduce a 2026 Supporting Small Business Scheme plus extend the previous 2023 scheme by one

	year, introduce Electric Vehicle Charging Points and Electric Vehicle Only Forecourts Relief. 3. In the Budget on 30 October 2024 the Chancellor announced the Government would extend the award of Retail, Hospitality and Leisure Relief but that it will reduce the relief from 75% to 40% for properties up to a cash limit of £110,000 per business for the 2025/26 financial year. 4. In the Budget on 6 March 2024 the Chancellor announced the Government would introduce Film Studios relief of 40% until 2034 for properties from the 2024/25 financial year subject to subsidy control rules. 5. In the Budget on 17 November 2022 the Chancellor announced a new Supporting Small Business (SSB) Relief scheme which will cap bill increases at £600 per year for any businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief. 6. Under section 49 of the Local Government Act 1988 businesses can apply for Hardship Relief. This scheme has now been incorporated within this rate relief policy. The cost of this scheme is funded in accordance with the Non-Domestic Rates financial retention rules. 7. Under the government's flood recovery framework, businesses can apply for Flood Relief. This scheme has now been incorporated within this rate relief policy. Businesses can receive a minimum of 3 months rate relief. The cost of this scheme is fully funded by government.

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

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

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Yes, this is not an exempt item.
Details of any previous decision(s) on this matter	19 February 2025, Non-Domestic (Business) Rates Policy 2025-26 and 21 February 2024, Non-Domestic (Business) Rates Policy 2024-25.

1. Purpose of the report

The Non-Domestic (Business) Rates Policy 2026-27 has been revised to reflect the new and extended schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.

2. Introduction & Background

2.1 National Non-Domestic Rates (NNDR) are paid by those occupying non-domestic property and collected by the local authorities. Under the business rate retention scheme introduced from April 2013, 50% of the business rates paid is kept locally, 40% by North Norfolk District Council (NNDC) and 10% Norfolk County Council and the balance is paid back to government, an element of which is then paid back to local authorities through the Formula Grant System. As local authorities retain part, they are incentivised to increase their NNDR yield as they now benefit directly from it.

2.2 There are currently several different reductions available to businesses.
Empty properties – Business rates will not be payable in the first three months that a property is empty (six months for certain industrial properties). After this period empty rate is payable at the full charge. There are a few exemptions such as listed buildings and land used as storage.

2.3 Small business rate relief (SBRR) – the relief supports small businesses who generally occupy only one property. SBRR was available at 100% for eligible properties up to £6,000 rateable value (RV) and was tapered for properties with a RV up to £12,000. The 100% relief was extended until 31 March 2017 and if a ratepayer receiving small business rate relief took on an additional property, they continued to receive their existing relief for 12 months (previously if they had taken on a second property they would have been disqualified from the relief).

2.4 At Budget 2016, the Government confirmed that the doubling of the SBRR from 50% to 100% would be made permanent from 1 April 2017.

2.5 The relief has been increased from 2017/18 to 100% for eligible properties up to £12,000 rateable value (RV) and is tapered for properties with a RV up to £15,000 and if a ratepayer receiving SBRR takes on an additional property or properties within the threshold RV they will continue to receive their existing relief for 12 months.

2.6 On 26 November 2025 Budget 2025, the Government confirmed that if a ratepayer receiving small business rate relief took on an additional property from 27 November 2025, they continued to receive their existing relief from 12 months to three years so extended the grace period by two extra years.

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

3. Discretionary Rate Relief

3.1 Under Section 47 of the Local Government Finance Act 1988 billing authorities have discretion to grant relief to certain ratepayers (certain types of charitable and non –profit organisations) from all or part of their non-domestic rates payable. The Localism Act 2011 amended section 47 of the Local Government Finance Act 1988 to enable local authorities to grant relief in a wider range of circumstances.

3.2 The cost of granting discretionary relief varies according to the circumstances. Full details of the circumstances are in the policy and guidelines within Appendix A.

3.3 The table below details the existing types of relief and the funding according to the government's rate retention rules.

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

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

3.5 **New Schemes**

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

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

3.8 **Conclusion**

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

4. Corporate Priorities

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

5. Financial and Resource Implications

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

5.2 The other discretionary and mandatory relief schemes are funded as indicated in paragraph 3.3 through the business rate retention scheme.

Comments from the S151 Officer:

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

6. Legal Implications

6.1 This report does not raise any new legal implications.

Comments from the Monitoring Officer

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

7. Risks

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

8. Net Zero Target

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

9. Equality, Diversity & Inclusion

9.1 On considering this policy against the categories looked at within the Equality Impact Assessment process – age, disability, gender, race, religion or belief, sex, sexual orientation, the policy has no adverse impact.

10. Community Safety issues

10.1 There are no crime and disorder implications arising from the policy.

11. Conclusion and Recommendations

11.1 The policy has been updated to reflect on the new and extended discretionary rate relief schemes announced and includes guidelines as to how the schemes are to be implemented and the financial implications for the authority.

Recommend to Full Council that the following recommendations are agreed:

It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A.

It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as indicated in Appendix C.

It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.

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Appendix A

Discretionary Rate Relief Policy

1 Introduction

If an organisation occupies a property on which it pays National Non-Domestic Rates (NNDR) it may be eligible for up to 100% Discretionary Rate Relief if it is operated within some or all of the following guidelines appropriate to the particular organisation.

The guidelines for determining relief are not intended to be a rigid set of rules; neither are all the guidelines applicable to every organisation. Each case will be judged on its merits taking into account the contribution which each organisation/business makes to the district's amenities and its resident's lifestyles and wellbeing.

2 Eligibility Criteria

Eligibility Criteria for Rate Relief	Rate Relief	Amount of Relief
Property wholly or mainly used for charitable purposes which is occupied by a registered charity, charity shop, or registered Community Amateur Sports Club (CASC)	Mandatory (Charity) Discretionary	80% 20% (maximum)
Property, all, or part of which is occupied for the purposes of a non-profit making: a) Institution or other organisation whose main objects are philanthropic or religious or concerned with social welfare, science, literature, or the fine arts. b) Club, society, or another organisation and is used for the purposes of recreation.	Discretionary	100%(maximum)

3 Scope

The policy will be adhered to by all staff and members involved with consideration of Discretionary Rate Relief applications.

4 Applications

Applications must be supported by the organisation's constitution, main purposes, and objectives e.g., written constitution, memorandum of association, membership rules etc.

A full set of audited accounts for the latest financial year at the application date.

Details of how organisations/ businesses meet the criteria within the guidelines.

Applications from excepted businesses/organisations can not be considered. These are properties which are occupied by a billing or precepting authority e.g., District Council and County Council.

The government is intending to amend primary legislation in the Non-Domestic Rating (Multipliers and Private Schools) Bill to end mandatory relief eligibility for private schools (see bill for definition) with effect from 1 April 2025. Assuming this legislation is passed then NNDC will not be supporting discretionary applications form these organisations.

5 Factors to be taken into account.

North Norfolk District Council is keen to ensure that any relief awarded is justified and directed to those organisations making a valuable contribution to the well-being of local residents. The following factors will therefore be considered:

a. The organisation should provide facilities that indirectly relieve the authority of the need to do so or enhance or supplement those that it does provide.

b. The organisation should provide training or education for its members, with schemes for particular groups to develop skills.

c. It should have facilities provided by self-help or grant aid. Use of self-help and / or grant aid is an indicator that the club is more deserving of relief.

d. The organisation should be able to demonstrate a major local contribution.

e. The organisation should have a clear policy on equal opportunity, freedom of Access and membership.

f. It should be clear as to which members of the community benefit from the work of the organisation.

g. Membership should be open to all sections of the community, and the majority of members should be NNDC residents.

h. If there is a licensed bar as part of the premises, this must not be the principal activity undertaken and should be a minor function in relation to the services provided by the organisation.

i. The organisation must be properly run and be able to produce a copy of their constitution and fully audited accounts.

j. Those organisations applying for relief, whose work involves young children, young people or vulnerable adults must be able to demonstrate that appropriate checks have been carried out on staff and volunteers, and that sound child protection policies are in place.

k. The organisation must not have any unauthorised indebtness to NNDC.
Rates are due and payable until a claim for discretionary rate relief is agreed.

l. The Council will not ordinarily consider awarding discretionary relief as a substitute when centrally funded reliefs or discounts are withdrawn, such as the removal of mandatory charity relief.

6 Period of Relief

Relief will be granted for one year at a time.

The granting of relief will be reviewed annually and those in receipt of relief will be asked to supply or confirm relevant information for the purposes of the review.

7 Approval

Approval of discretionary rate relief applications up to £4,000 cost to NNDC will be approved by the Revenues Manger under delegated authority shown below.

Initial recommendations are to be made by the Revenues Manager and then to the Discretionary Relief Panel for all other cases with a cost to NNDC of £4,000 and above, plus any new cases which the policy does not cover and needs further discussion.

The Discretionary NDR Relief Panel will consist of the following:

Revenues Manager
Section 151 Officer or Deputy Section 151 Officer and
Portfolio Member for Revenues and Finance.

Decisions on discretionary relief for financial years 2022/23 and earlier must have been made no later than 6 months after the end of the financial year that they relate to, and any determination after that time is rendered invalid.

Starting from financial year 2023/24 there is no restriction on when a decision has to be made, so decisions can now be made to award relief for any period backdated to 1st April 2023.

8 No Right of Appeal

Once the application has been processed, the ratepayer will be notified in writing of the decision. As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account, and an adjusted bill will be sent.

9 Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

10 Withdrawal of relief

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

11 Costs to the Council

The Local Government Finance Act 2012 introduced the Business Rate Retention Scheme in England from 1 April 2013. The Business Rate Retention Scheme currently provides for 50% of rate revenue to be retained by local authorities (40% NNDC and 10% NCC) and 50% by central government. As a result of this most discretionary reliefs are paid for by the local authority and central government, in these proportions.

Enterprise Zone Discount

The District Council, alongside other Local Authorities, was invited by the Anglia Local Enterprise Partnership (LEP) in 2015 to submit applications for sites within the district area to be included in a New Anglia 'Space to Innovate' multi-site Enterprise Zone programme.

Two Sites have been agreed within North Norfolk District Council commencing 1 April 2016. Egmere Business Zone and Scottow Enterprise Park are geographically defined areas, hosted by Local Enterprise Partnerships in which commercial and industrial businesses can receive incentives.

Businesses that started up or relocating to the enterprise zone and were occupied by 31 March 2021 could qualify for business rates relief. This relief is applied if the hereditament is within the Enterprise Zone.

Up to 100% business rate discount can be awarded subject to subsidy controls.

Eligibility criteria

The discount is for businesses occupied within the Enterprise Zone defined area from 1 April 2016 up to 31 March 2021.

Amount of Relief

The Enterprise Discount is awarded at 100% of the rates liability.

Time Limited Relief – Supporting Small Businesses Relief

At the Budget on 8 March 2017 the Chancellor announced the Government would make available the following business rate reliefs at the Spring Budget 2017. At the Budget on 27 October 2021 the Chancellor announced the Government would extend this by another year until 31 March 2023.

At the Autumn Statement on 17 November 2022 the Chancellor announced the Government would extend Supporting Small Business Relief for another year until 31 March 2024 and a new Supporting Small Business Relief scheme from 1 April 2023 caused by the revaluation and consequently the loss of Small Business Rates Relief or Rural Rate Relief.

At the Autumn Statement on 26 November 2025 the Chancellor announced the Government would extend the 2023 Supporting Small Business Relief for another year from 1 April 2026 to 31 March 2027 caused by the 2023 revaluation and consequently the loss of small business rates relief and rural rate relief. This support will protect the smallest businesses from overnight bill increases. This will apply for twelve months from 1 April 2026.

At the Autumn Statement on 26 November 2025 the Chancellor announced the Government would introduce a new 2026 Supporting Small Business Relief from 1 April 2026 caused by the revaluation and consequently the loss of small business rates relief, rural rate relief, and the retail, hospitality, and leisure (RHL) relief. This will apply for three years from 1 April 2026.

The Supporting Small Businesses Relief

The 2023 Supporting Small Business Relief scheme is government funded to local authorities so that they can provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the 2023 NDR revaluation and as a consequence loss of Small Business Rates Relief or Rural Rate Relief. This relief will limit any increase to £600 per year subject to subsidy control rules.

This relief is extended for another year until 31 March 2024 for businesses who were eligible for the 2022/23 relief on 31 March 2023 and were facing large increases in rates for 2023/24.

The 2023 Supporting Small Business Relief scheme which will cap bill increases at £600 per year for any businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief.

This relief is extended for another year until 31 March 2027 for businesses who were eligible for the 2025/26 relief on 31 March 2026 and were facing large increases in rates for 2026/27.

There is also a new 2026 Supporting Small Business Relief scheme is government funded to local authorities so that they can provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2026 caused by the 2026 NDR revaluation and as a consequence lost Small Business Rates Relief, Rural Rate Relief, and the retail, hospitality and leisure (RHL) relief. This relief will be capped at the higher of £800 or the relevant transitional relief caps from 1 April 2026.

This relief is extended for another year until 31 March 2024 for businesses who were eligible for the 2022/23 relief on 31 March 2023 and were facing large increases in rates for 2023/24.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended). Eligibility criteria for this relief are set out below.

This relief will be fully funded by government through a Section 31 Grant.

Eligibility criteria

This relief will be capped at the higher of £800 or the relevant transitional relief caps from 1 April 2026 per year subject to subsidy control rules until 31 March 2029.

Amount of Relief

The amount of relief will be capped at the higher of £800 or the relevant transitional relief caps from 1 April 2026.

No Right of Appeal

As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account, and an adjusted bill will be sent.

Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Withdrawal of relief

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

<u>Time Limited Relief – Retail, Hospitality and Leisure Relief</u>

At the Budget on 27 October 2021 the Chancellor announced the introduction of a new business rates relief called Retail, Leisure and Hospitality Discount for properties in 2022/23 to provide eligible retail, hospitality, and leisure properties with a 50% relief, up to a cash cap limit of £110,000 per business.

At the Budget on 17 November 2022 the Chancellor announced the Government would award a 75% Retail, Hospitality and Leisure Relief for properties for the 2023/24 financial year up to a cash limit of £110,000 per business.

At the Budget on 22 November 2023 the Chancellor announced the 2024/25 Retail, Hospitality and Leisure (RHL) scheme will be extended in 2024-25, retaining the existing scope and providing eligible properties with 75% relief, up to a cap of £110,000 per business.

At the Budget on 30 October 2024 the Chancellor announced the 2025/26 Retail, Hospitality and Leisure (RHL) scheme will be extended in 2025-26, retaining the existing scope and providing eligible properties with 40% relief, up to a cap of £110,000 per business and will be replaced by lower multipliers in 2026/27.

At the Autumn Statement on 26 November 2025 the Chancellor announced the new multipliers that will replace this relief from 1 April 2026.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended). Eligibility criteria for this relief are set out below.

This relief will be fully funded by government through a Section 31 Grant.

Eligibility criteria

To qualify for retail, Leisure, and Hospitality discount the business must meet the following conditions:

- be an occupied property and

- it is wholly or mainly.

i. as shops, restaurants, cafes, drinking establishments, cinemas, or live music venues
ii. for assembly and leisure; or
iii. as hotels, guest & boarding premises, or self-catering accommodation.

For more information regarding the above types of properties and what we consider them to mean, please visit the government's guidance https://www.gov.uk/guidance/business-rates-relief-202425-retail-hospitality-and-leisure-scheme

Amount of Relief

If eligible, the business could get:

- 40% off the business rates bills for the period 1 April 2025 to 31 March 2026.

The above amounts have a cash cap up to up to £110,000 per business.

No Right of Appeal

As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account, and an amended bill will be sent.

Notification of Change of Circumstances

Ratepayers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Withdrawal of relief

The business may refuse this relief for each eligible property anytime up to 30 April 2025. The ratepayer cannot withdraw their refusal for either all or part of the financial year.

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

Time Limited Relief – Film Studio Relief

At the Budget on 6 March, the Chancellor announced that eligible film studios in England will receive a 40% reduction on gross business rates bills until 2034. The relief once implemented will be backdated to 1 April 2024.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended). Eligibility criteria for this relief are set out below.

This relief will be fully funded by government through a Section 31 Grant

Eligibility criteria

Film studio rate relief is available for a chargeable day in the financial years 2024/25 to 2033/34 for a hereditament which for the chargeable day is:

a. Used (or if unused appears that when next in use would be used) for the production of films or television programmes and in whole or in part comprises sound stages or film sets, and

b. Valued by the Valuation Office Agency (VOA) as a studio falling within one of the following VOA's valuation categories for film studios:

i. temporary or semi-permanent filming studios
ii. older filming studios, whether converted or purpose built
iii. modern industrial conversion filming studios (typically converted to film studios post 2010)
iv. modern purpose-built filming studios (typically built post 2010)
v. campus sites.

These are the types of facilities which have seen exceptionally large increases at the 2023 revaluation. The relief is not available on materially unaltered industrial premises (even if occupied by a studio). VOA descriptions in the rating list or the "Scat" code should not be used for this test. The VOA will notify billing authorities whether they have a hereditament in their list which meets the conditions above.

The scheme is available to new, existing, and expanding facilities. It is also available on conversions of previously industrial buildings provided they meet the tests above. As at early 2025, the government anticipated that about forty hereditaments will qualify in about twenty-five billing authorities.

There are no occupation conditions for film studio relief. Relief is available where the above conditions are met irrespective of whether the property is occupied or whether occupation or ownership changes.

Amount of Relief

If eligible, the business could get:

- 40% off the business rates bills for the period 1 April 2024 to 31 March 2034 subject to subsidy rules.

No Right of Appeal

As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account, and an amended bill will be sent.

Notification of Change of Circumstances

Ratepayers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Withdrawal of relief

The business may refuse this relief for each eligible property anytime up to 30 April 2026. The ratepayer cannot withdraw their refusal for either all or part of the financial year.

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

Time Limited Relief – Electric Vehicle Charging Points and Electric Vehicle only Forecourts relief.

At the Budget on 26 November 2025 the Chancellor announced the Government would introduce relief for Electric Vehicle Charging Points and Electric Vehicle Only Forecourts (EVCP) Relief).

This relief will be a ten-year 100% business rates relief for EVCPs which are separately assessed by the Valuation Office Agency (VOA) and Electric Vehicle only forecourts to ensure that they face no business rates liability.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended).

This relief will be fully funded by government through a Section 31 Grant

Time Limited Relief – Pub and Live Music Venues relief.

The government announced on 27 January 2026 that in 2026-27, eligible pubs and live music venues will benefit from a 15% business rates relief on top of the support announced at Budget 2025.

The government's policy intention is that pubs and live music venues should be eligible for the relief. The relief should apply to occupied properties only.

The bills will then be frozen in real terms for a further two years.

Pub relief
Relief should only be awarded to pubs which meet all of the following characteristics:
a. is open to the general public
b. allows free entry other than when occasional entertainment is provided
c. allows drinking without requiring food to be consumed
d. permit drinks to be purchased at a bar

For these purposes, the meaning of pub does not include:
a. restaurants, cafes, nightclubs, snack bars
b. hotels, guesthouses, boarding houses

c. sporting venues
d. festival sites, theatres, cinemas
e. museums, exhibition halls
f. casinos

The proposed exclusions in the list in the paragraph above is not intended to be exhaustive.

For more information regarding the above types of properties and what we consider them to mean, will be based on government's guidance.

Live music venues relief
Live music venues are properties that are:
a. wholly or mainly used for the performance of live music for the purpose of entertaining an audience
b. can be used for other activities but only if those other activities are:
i. ancillary or incidental to the performance of live music (e.g. the sale of food or drink to audience members)
ii. Do not affect the primary use of the premises for the performance of live music (e.g. because the activities are infrequent such as use of the venue as a polling station or fortnightly community event)

Properties are not a live music venue for the purpose of this relief if the property is wholly or mainly used as a nightclub or a theatre, for the purposes of the Town and Country Planning (Use Classes) Order 1987 (as amended).

There may be circumstances where it is difficult to tell whether an activity is a performance of live music or, instead, the playing of recorded music. Although we would expect this to be clear in most circumstances, guidance on this may be found in Chapter 16 of the statutory guidance issued in April 2018 under section 182 of the Licensing Act 2003.

The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a chargeable day for a particular hereditament in the financial year 2026-27:

a. Amount of relief to be granted = V x 0.15 (i.e. 15% relief) where:
i. V is the daily charge for the hereditament for the chargeable day after the application of any mandatory relief and certain other discretionary reliefs in line with the guidance.

The relief is not subject to any cap or the Minimal Financial Assistance limit in Subsidy Control.

No Right of Appeal

As this is a discretionary power there is no formal right of appeal process against the Council's decision. However, we will reconsider the decision in the light of any additional points made.

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account, and an amended bill will be sent.

Notification of Change of Circumstances

Ratepayers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Withdrawal of relief

Should an applicant in receipt of discretionary rate relief be found to be guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

The relief will be delivered through local authority discretionary discount powers (under section 47 of the Local Government Finance Act 1988 as amended).

This relief will be fully funded by government through a Section 31 Grant

<u>Time-Limited Relief – Flood Relief</u>

If the Government notifies North Norfolk District Council that it has been activated under the Flood Recovery Framework for a period of extensive flooding, then the Council will consider applications to award 100% Business Rate Relief for either:

- A minimum of 3 months, or
- Until the business is able to resume trading from the flooded premises if longer

In order to qualify for this relief:

- the hereditament was directly impacted by the relevant severe weather event– for instance flood damage to the property, equipment, and/or stock; or the business could not function due to lack of access to premises, equipment and/or stock as a result of flooding, restricted access for customers, suppliers and/or staff, and no alternatives were available, and
- on that day business activity undertaken at the hereditament was adversely affected as a result; and
- on that day, the rateable value of the hereditament was less than £10 million.

No relief can be awarded for flooding occurring outside of periods designated by Central Government.

This relief will be fully funded by government through a Section 31 Grant.

<u>Hardship Relief</u>

The relief will be delivered through local authority discretionary powers (under section 49 of the Local Government Finance Act 1988 as amended).

The eligibility criteria for this relief are set out in Appendix C.

Unlike reliefs that fall under section 47 which are fully funded by government through a Section 31 Grant, the Hardship Relief is funded through the Non-Domestic (Business) Rate Retention Scheme.

Discretionary Rate Relief - Guidelines

There are two ways in which Discretionary rate relief is granted.

a) To 'top-up' mandatory relief already awarded.

b) To award up to 100% based on various criteria.

Mandatory Relief is granted where: -

- the ratepayer of a property is a charity or the trustees of a charity and
- the property is wholly/mainly used for charitable purposes (including charity shops, where the goods sold are mainly donated and the proceeds are used for the purposes of the charity)
- the ratepayer of a property is registered with Her Majesty's Revenues and Customs (HMRC) as a Community Amateur Sports Club (CASC).

Discretionary Rate Relief

When deciding whether to award discretionary rate relief consideration should be given to the interests of the taxpayers of North Norfolk District Council. The factors outlined in the policy should be taken into account when considering any application for relief.

The guidelines for determining relief are not intended to be a rigid set of rules; neither are all the guidelines applicable to every organisation. Each case will be judged on its merits taking into account the contribution which each organisation/business makes to the district's amenities and its resident's lifestyles and wellbeing.

Discretionary Rate Relief Criteria 'Top –Up'

The Council has the discretion to award up to a further 20% additional rate relief to reduce the liability still further and the policies detailed below are to be followed when dealing with an application.

Up to 20% Discretionary Rate Relief may be given.

Charity Shops

Mandatory relief will be granted where the ratepayer for a property is.

- a charity or the trustees of a charity and
- donated goods relate to more than 50% of total sales and
- the proceeds of goods (after any deductions for expenses) are applied for the purpose of the charity.

Providing the above criteria are met 80% mandatory relief will be granted.

Up to 20% Discretionary Rate Relief may be given in exceptional circumstances. Generally, relief will be limited to the 80% mandatory entitlement.

1	Meets local needs in the district and benefits local people	• if the premises are used for the purposes of a national organisation or a semi-national (or county-wide) organisation the Council will not normally grant any discretionary relief • if the premises are used for a local organisation the extent to which the district and its residents benefit from the

		organisation will be taken into account.
2	As a guide does not have more than 12 months spending available as “free reserves” (not legally restricted)	• unless a Business Plan exists detailing how these reserves are to be used to the benefit of the local community

Non-Profit Organisations, Clubs and Societies

The Council has the discretion to award up to 100% Discretionary Rate Relief to organisations whose main objects are charitable or philanthropic, or concerned with education, social welfare, science, literature or fine arts or recreation. The determination of charitable status largely relies on case law which has established four main divisions of charity: -

- relief of poverty
- advancement of religion
- advancement of education and
- other trusts beneficial to the community and not falling under the other headings.

Criteria

Discretionary relief can only be awarded if the organisation is not excepted (a billing authority or precepting authority) and: -

1	The main objects of the organisation are concerned with	• relief of poverty • advancement of religion • advancement of education • social welfare • science • literature • fine arts or • recreation or • in other ways are beneficial to the community
2	Meets local needs in the district and benefits local people	• if the premises are used for the purposes of a national organisation or a semi-national (or county-wide) organisation the Council will not normally grant any discretionary relief • if the premises are used for a local organisation the extent to which the district and its residents benefit from the organisation will be taken into account.
3	Provides a valuable service to the community	• which is complimentary to those services provided by or supported by the Council or • which relieves the need for the Council to provide such services

4	Is open to all sections of the community	• or access is restricted by providing a service for a specific sector of the community for justifiable reasons such as addressing inequality
6	Is non-profit making	• as a guide, no more than 12 months expenditure in unrestricted reserves unless a Business Plan exists detailing how these reserves are to be used to the benefit of the local community

Sports Clubs

There are additional considerations in the case of sports clubs.

If a club effectively discriminates by only accepting members who have already reached a certain standard, rather than seeking to promote the attainment of excellence by enhancing access and the development of sporting aptitude, then it does not have an open membership policy. So, a club selecting members based on existing attainment would not come within the requirements.

Although clubs should be open to all without discrimination, single sex clubs may be permitted where such restrictions are not discriminatory in intent but a genuine result of physical restraints (such as changing room facilities) or the requirements of the sport.

(2) Organisations with Licensed Bar Facilities

Sports Clubs/Other Organisations

Any Discretionary Rate Relief award will be aimed at the sporting activity of the club.

- If the bar income aids the overall operation and development of the organisation this would be allowable if the sporting activity remains the overall objective of the organisation. This will be particularly relevant where the organisation is the only such one in the Parish.

(3) Membership and Entry Fees

If the organisation requires a membership or entry fee the Council will give regard as to whether: -

- The subscription or fees are set at a high level which excludes the general community.
- Fee reductions are offered for certain groups such as under eighteens or over sixties.
- Membership is encouraged from groups such as young people, older age groups, persons with disabilities or ethnic minorities.
- Facilities are available to people other than members, e.g., schools, public sessions.

Where the Council gives relief practice has been to award up to 80% to Clubs and organisations and up to 50% where organisations operate bar facilities.

Community Amateur Sports Clubs (CASC)

If a sport's club is registered with HM Revenues and Customs (HMRC) as a CASC it will be entitled to 80% mandatory relief. The club may also be awarded 20% discretionary rate relief.

Normally sports clubs that can register with HM Revenues & Customs as a CASC and have not done so will not be awarded discretionary rate relief. Details can be found on the HMRC website https://www.gov.uk/register-a-community-amateur-sports-club

UK Subsidy Control

The UK Subsidy Control Bill replace State Aid with Subsidy Control.

Providing relief under this policy is likely to amount to Subsidy. This policy is covered by the rules set out in UK legislation.

Revised 2 February 2026.

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NORTH NORFOLK DISTRICT COUNCIL

Appendix B

Non-Domestic Rating Rural Settlement List 2026/2027

Background

The provisions of the Local Government and Rating Act 1997 relating to Rural Rate Relief for village stores, post offices and small businesses came into force on the 1 April 1998.

Before any business can be considered for mandatory, it must be in a designated rural settlement. Initially, by the 31 December 1997, Local Authorities were responsible for compiling a rural settlement list comprising of settlements within rural areas where the population is less than 3,000 on the preceding December.

Maintaining the List

The Council has a duty to compile and maintain the list. The new proposed Rural Settlement list for North Norfolk District Council is shown overleaf.

S.P. Knight

Sean Knight
Revenues Manager

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NORTH NORFOLK DISTRICT COUNCIL

Alby with Thwaite
Aldborough and Thurgarton
Antingham
Ashmanhaugh
Aylmerton
Baconsthorpe
Bacton and Edingthorpe
Barsham and Houghton St Giles
Barton Turf and Irstead
Beeston Regis
Binham and Cockthorpe
Blakeney
Bodham
Briningham
Brinton and Sharington
Briston
Brumstead
Catfield
Cley Next The Sea
Colby and Banningham
Corpusty and Saxthorpe
Dilham
Dunton, Toftrees and Shereford
East Beckham
East Ruston

Edgefield
Erpingham and Calthorpe
Felbrigg
Felmingham
Field Dalling and Saxlingham
Fulmodeston and Barney
Gimingham
Great Snoring
Gresham
Gunthorpe and Bale
Hanworth
Happisburgh
Helhoughton
Hempstead
Hempton
Hickling
High Kelling
Hindolveston
Hindringham
Holkham
Honing and Crostwight
Horning
Horsey
Hoveton
Ingham
Ingworth

Itteringham
Kelling
Kettlestone
Knapton
Langham
Lessingham and Eccles
Letheringsett with Glandford
Little Barningham
Little Snoring
Ludham
Matlaske
Melton Constable
Morston
Mundesley
Neatishead
Northrepps
Overstrand
Paston
Plumstead
Potter Heigham
Pudding Norton
Raynham
Roughton
Runton
Ryburgh
Salthouse
Scottow

Sculthorpe
Sea Palling and Waxham
Sidestrand
Skeyton
Sloley
Smallburgh
Southrepps
Stibbard
Stiffkey
Stody and Hunworth
Suffield
Sustead, Bessingham and Metton
Sutton
Swafield and Bradfield
Swanton Abbott
Swanton Novers
Tattersett and Tatterford
Thornage
Thorpe Market
Thurning
Thursford
Trimingham
Trunch
Tunstead and Sco Ruston
Upper Sheringham
Walcott

Walsingham
Warham
Wells-next-the-Sea
West Beckham
Westwick
Weybourne
Wickmere
Wighton
Witton and Ridlington
Wiveton
Wood Norton
Worstead and Briggate

Appendix C

Non-Domestic Rates Discretionary Reduction Policy

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1. GENERAL PRINCIPLES

This Discretionary Reduction Policy allows the Council to reduce or remit an NNDR (Business rates) charge under Section 49 of the Local Government Finance Act 1988.

The principal purpose of awarding a discretionary reduction shall be to provide short-term assistance to businesses that are suffering unexpected hardship, arising from circumstances beyond the business's control and outside of the normal risks associated with running a business of that type.

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2. DISCRETIONARY REDUCTION ELIGIBILITY

The Council will only consider awarding a reduction under Section 49 where it is satisfied that:

- ✓ The ratepayer would sustain significant hardship if the Council failed to grant Hardship Relief; and
- ✓ Full regard has been given to the interest of its council taxpayers, and it is considered reasonable for the Council to provide the reduction. North Norfolk District Council funds 40% of any relief awarded.
- ✓ The "interest" of local council taxpayers may go wider than direct financial interests; for example, where employment prospects in an area would be worsened by a ratepayer going out of business, or the amenities of an area might be reduced by, for instance, the loss of a neighbourhood shop or services.
- ✓ Applicants should disclose all relevant factors affecting the ability of the business to meet its current and future rate liabilities.
- ✓ A business will not be considered to be suffering financial hardship in any annual accounting period during which it is profitable or has experienced a loss which is minor in comparison to the overall turnover of the business.
- ✓ In determining whether a business is profitable account shall be taken of reasonable drawings by the proprietor or directors.
- ✓ It is expected that the business has taken prompt action to mitigate any factors giving rise to hardship. Examples of mitigating actions may include seeking business advice, discounts, and promotions, reviewing pricing, extending the range of stock or services, negotiating with creditors etc. Applications may be declined in circumstances where the business is unable to demonstrate that it is taking reasonable steps to alleviate the hardship.

- ✓ For repeat applicants the Council may require the business to provide evidence from an accountant or other professional adviser regarding the long-term financial viability of the business.

- ✓ Business will be required to show what measures are being taken with regards to other priority and non-priority debts to ensure that a discretionary award would not be used to finance payments to other creditors to the detriment of our taxpayer.

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3. APPLICATIONS

All applications for discretionary rate reduction should be made to Non-Domestic (Business) Rates team at Brates@north-norfolk.gov.uk and must be accompanied by:

- A fully completed application form.
- Copies of the business audited accounts and balance sheets for the last two years.
- A comprehensive Business Plan incorporating a brief history of the business and what the business plans are to rectify its financial situation.
- Cash Flow forecast for a minimum of the next 12 months.
- Where the business has traded for less than two years accounts must be provided where available along with bank statements for at least the three months leading up to the application, and draft accounts or budget forecasts for the period since the business commenced trading.

No award shall be made where it appears to the Council that the proprietor of the business has failed to exercise due diligence to anticipate circumstances that may give rise to hardship, financial or otherwise, and/or to put in place measures to prevent or mitigate the circumstances.

The Business Rates Team will assess all applications, and the Revenue Manager will make decisions where he has delegated authority up to the NNDC cost value of £4k.

All other relief applications with NNDC cost value of £4k or over will be presented by the Revenues Manager to the Discretionary Rate Relief Panel which will consist of the Section 151 Officer and the portfolio cabinet holder representing the Revenues Service.

Applicants must engage with the Council’s Revenues team during this process and should be aware that it is likely that the Council will require some contribution to any outstanding liabilities whilst the application is determined.

A decision as to whether to award discretionary reduction will be made based off the information held, and a decision notice detailing the level of any reduction awarded and for what time period, will be issued in writing alongside any adjusted Non-Domestic (Business) Rate Demand Notice. Should the application be rejected, the applicant will be notified in writing.

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4. FACTORS THE COUNCIL WILL CONSIDER

Although there is no statutory definition of hardship some guidance has been provided by the Government and case law to assist in the consideration of discretionary reduction applications.

- A blanket approach, either to give or not to give a reduction, should not be adopted by the Authority, each application should be considered on its own merits.

- Any reduction granted should be the exception rather than the rule. Hardship under section 49 Local Government Finance Act 1988 should be seen as a short-term award and not a continuous or long-term solution.

- All relevant factors affecting the ability of a business/ratepayer to meet their liability for rates should be considered.

- The test of hardship does not have to be confined to 'financial,' all relevant factors affecting the ability of a business to meet its liability for rates should be considered.

- The 'interest' of local taxpayers may go wider than just the financial impact. Consideration to the effect of any business closure on the local community should be considered for example, where the employment prospects of the area would be worsened, or the amenities of an area being reduced, for instance, the loss of the only shop in a village.

- The hardship caused to a ratepayer may be self-evident, for example where a business has been affected by severe loss of trade, due to external factors such as natural disasters or pandemic. However, the council will have to consider how the business can demonstrate such loss of trade or business. For example, do accounts, order books, till receipts or VAT returns show a marked decline in trade compared to corresponding periods in previous years?

The table below identifies some of the factors that will be considered in deciding whether to award a discretionary reduction to an organisation.

Factors	**Guideline Considerations**
The Financial Positions?	Hardship will often be determined based on the financial position of the ratepayer's business. In addition to looking at the business ability to pay rates. The Council will also want to see evidence of the business' future viability.
How important is the organisation to the local community?	A business applying for a discretionary reduction must be of high importance to the local community. Does the business provide a service or fulfil a need for the local area?
Is the same service available in the same locality?	Consideration will be given as to whether the service provided by the business is available in the same locality or within reasonable distance of the business address.
Is the same service available by public transport?	Public transport to the nearest alternative service is not available or is very restricted.

How long is the hardship likely to last for?	Awards are less likely to be made if the Council believe that the need for assistance may be for a medium- or long-term period. Discretionary reductions should only be awarded for short term assistance.

The Council recognises that there will be occasions when an applicant does not satisfy all the above factors. The Council will consider each application on its own merits, and the granting of any reduction will be based on the facts of each case.

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5. UNOCCUPIED PROPERTIES

Discretionary reductions will only be awarded in respect of unoccupied properties in exceptional circumstances where the applicant can show that making such an award will provide a clear and tangible benefit to the taxpayers of the district.

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6. DURATION OF AWARDS

All Discretionary reductions will end at the end of the financial year, unless the award has already been ended from an earlier date. Should the reduction be required to continue, a further application may be made in the new financial year, however in considering repeated applications the Council will take into consideration the number and value of previous awards. The Council may require repeat applicants to provide evidence from an accountant or other professional adviser regarding the long-term financial viability of the business.

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7. SUBSIDY LIMITS (Previously known as State Aid)

The Council must be satisfied that the award of any discretionary reduction complies with the UK's international subsidy control commitments, and the award of a discretionary reduction is likely to amount to a subsidy.

In most cases a discretionary reduction will fall within the Small Amounts of Financial Assistance Allowance, and the Council will consider any award in line with the restrictions and limits described at https://www.north-norfolk.gov.uk/subsidy-control. Applicants should familiarise themselves with their obligations under these requirements.

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8. APPEALS RIGHTS

Although there is no legal right of appeal against the Council's decisions on discretionary reduction applications; in keeping with good customer care practice and principles of transparency this policy provides for a review / reconsideration of any decision.

The Revenues Manager will reconsider a decision made under delegated authority in the first instance. Any ratepayer requesting a reconsideration must apply in writing, providing supporting evidence the ratepayer considers would support a different decision, or evidence that a particular factor or factors were not given sufficient weighting in the original decision.

Any further request for reconsideration or a request to review a decision of the Discretionary Relief Panel must be made in writing along with supporting evidence as above and will be presented to the Panel for consideration at the next available hearing. Any further appeals after a review by the Panel will not be considered.

The Council will acknowledge receipt of a further request for review / reconsideration in writing and advise the applicant of the date that the application will be reviewed, if known. The review / reconsideration request along with the additional evidence will be represented to a panel hearing that will consist of either the Section 151 Officer or Deputy Section 151 Officer and the Cabinet Portfolio Member responsible for Revenues and a final decision notice issued in writing.

Revised 9 January 2026

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Cabinet Work Programme – February to April 2026					
Committee	**Meeting**	**Report title**	**Cabinet member**	**Corporate Plan theme**	**Decision details**
February 2026					
Cabinet **Scrutiny** **Council**	**02 Feb 2026** **11 Feb 2026** **18 Feb 2026**	**Revenue Budget 2026/2027**	**Cllr L Shires** *Don McCallum Director for Resources*	*A Strong, responsible and Accountable Council*	
Cabinet **Scrutiny** **Council**	**02 Feb 2026** **11 Feb 2026** **18 Feb 2026**	**Capital Strategy 2026/2027**	**Cllr L Shires** *Dan King Assistant Director of Resources*	*A Strong, responsible and Accountable Council*	
Cabinet **GRAC** **Council**	**02 Feb 2026** **12 Feb 2026** **18 Feb 2026**	**Treasury Management Strategy 2026/2027**	**Cllr L Shires** *Dan King Assistant Director of Resources*	*A Strong, responsible and Accountable Council*	
Cabinet **Scrutiny** **Council**	**02 Feb 2026** **11 Feb 2026** **18 Feb 2026**	**Medium Term Financial Strategy 2026 onwards**	**Cllr L Shires** *Don McCallum Director for Resources*	*A Strong, responsible and Accountable Council*	
Cabinet	**02 Feb 2026**	**Lease Renewal – foreshore at Happisburgh**	**Cllr H Blathwayt** *Renata Garfoot Estates & Asset Strategy Manager*		

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**	**Neatishead Conservation Area Appraisal**	**Andew Brown** *Chris Young Conservation, Design & Landscape Manager*	*Developing our Communities*	
March 2026					
Cabinet **Scrutiny**	**09 Mar 2026** **18 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*	*A Strong, responsible and Accountable Council*	
Cabinet	**09 Mar 2026**	**New Local Plan making process requirements**	**Andrew Brown** *Iain Withington Acting Planning Policy Manager*	*A Strong, responsible and Accountable Council*	
April 2026					
Cabinet **Scrutiny** **Council**	**14 Apr 2026** **22 Apr 2026** **29 Apr 2026 (tbc)**	**Draft Homelessness and Rough Sleeping Strategy**	**Cllr J Boyle** *Karen Hill AD for People Services*	*Meeting Local Housing need*	

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)

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Future Items – Dates to be confirmed					
Committee	**Meeting**	**Report title**	**Cabinet member**	**Corporate Plan theme**	**Decision details**
Cabinet **Scrutiny** **Council**		**Asset Management Plan**	**Lucy Shires** *Renata Garfoot* *Estates & Asset Strategy Manager*	*Investing in local economy & infrastructure*	*FC approval required – Policy Framework* *Could go to GRAC*
Cabinet **Full Council**		**People / Workforce Strategy**	**Tim Adams** *Susan Sidell* *HR Manager*	*A Strong, responsible and Accountable Council*	
Cabinet		**Sheringham Enabling Land**	**Lucy Shires** *Renata Garfoot* *Estates & Asset Strategy Manager*	*Investing in local economy & infrastructure*	May contain exempt information
Cabinet		**Marrams, Cromer**	**Lucy Shires** *Renata Garfoot* *Estates & Asset Strategy Manager*	*Investing in local economy & infrastructure*	May contain exempt information
Cabinet		**Property Disposal Programme**	**Lucy Shires** *Renata Garfoot* *Estates & Asset Strategy Manager*	*A Strong, responsible and Accountable Council*	May contain exempt information
Cabinet		**Coastwise –** *Proposed approach to support residential properties at risk of coastal erosion in the short to medium term.*	**Cllr H Blathwayt** *Rob Goodliffe* *Coastal Transition Manager*	*Meeting our Housing Need*	

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)

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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)

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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
April 2026				

Overview – a broader, review-based approach to a topic, particularly where it impacts on the district and its residents as a whole.
Scrutiny - a more in-depth approach, 'drilling down' into key areas of concern, evaluating proposals and making recommendations to Cabinet/Council
Pre-scrutiny – the committee considers items in the early stages of development/drafting and makes recommendations to Cabinet, ahead of implementation.

O&S Scoping Session	For the Committee to consider and plan what items meet the criteria set out for scrutiny and to feed into the work programme calendar.	Annual Private session	DSGO	O&S
Homelessness & Rough Sleeping Strategy	Scrutiny of the Homelessness & Rough Sleeping Strategy – making recs to Full Council. *This item is going to Cabinet in April*	Scrutiny	Cllr J Boyle	FC

	Future Items			
Topic	**Purpose**	**When**	**Cabinet Member**	**Decision Maker**
Local Government Reorganisation	To feed into the LGR process at key stages, making any recs to Full Council – this will be added to the programme on a rolling basis – as and when required.	Autumn 2025 onwards overview	Cllr T Adams	Full Council
FLASH *(may slip – tbc)*	To assess the framework agreement for the Fakenham Leisure and Sports Hub and receive an update on the project *No date when this might be in so may slip to Apr/May*	scrutiny	Cllr L Withington	Cabinet/ Lead Officer
Substance Abuse	Scoping required. To consider the piece of work by Cllr Shires and if the Committee could add any value to it.	overview	Cllr L Shires	O&S

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Asset Management Plan *(Slipped, spring at earliest, impacted by LGR) TBC*	To make recommendations to Full Council *Slipped to Autumn – needs to be updated to include changes needed to reflect impact of LGR and Audit recs.*	Review of AMP scrutiny	Cllr L Shires	Scrutiny Full Council
Housing Benefit Debt Recovery Report *July 2026 – if needed.*	To make recommendations to Full Council	scrutiny	Cllr W Fredericks	Scrutiny Full Council
Overview of NNDC Workforce (slipped to July at earliest as awaiting LGR decision)	Through a Financial and Transformational 'lens' *Impact of LGR, transformation to Unitary – impact on service delivery and morale 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.*	(scrutiny)	Cllr T Adams	
Public Transport and speed limits	Invite the portfolio holder for transport and Highways to discuss speed limits and public transport in North Norfolk	(scrutiny)	N/A	O&S
Ambulance Response Times	To follow-up and review ambulance response times and to also consider the closure of community facilities.	(scrutiny)	N/A	O&S
Dentists	To review access to local NHS dentist services for local people	(scrutiny)	N/A	O&S
May 2026				

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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
Rural England Prosperity Fund Worth considering seeing later (June/July) so Economic Growth have time to evaluate and consider impact as otherwise scheme would only just have ended.	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
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

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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 *It may be worth considering this in conjunction with the BM report as they both focus on monitoring performance.*	Quarterly overview	Cllr T Adams	Cabinet
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 *Agree date for Budget setting workshop/discussion – possibly with Cabinet?*	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

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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.

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
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 overview	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
Draft Revenue Budget 2027-2028	To consider making recommendations to Cabinet on the draft revenue budget.	Annual Pre-scrutiny	Cllr L Shires	Cabinet
January 2027				

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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**
28 January 2026				
Mobile Connectivity	Actions: Committee agreed to • Write to Digital Minister/local MP asking for rural roaming and supporting the Access to Telecommunications Network Bill, currently going through parliament. • Write to Digital Minister requesting information as to their intention regarding further investment in rural mobile networks in North Norfolk.	**O&S**	The DSGO to draft letter(s)	**In progress**
Mobile Connectivity	Action: Cllr Brown, as portfolio holder for planning, agreed to raise the possibility of introducing mobile connectivity to be an additional consideration as part of the council's pre-planning application process.	**Cabinet**	ASAP	**In progress**
Mobile Connectivity	Action: Mobile UK and BT kindly agreed to provide further information to, and to feedback to MNOs on, questions and suggestions raised. • To why land in the west of the district, that was offered to MNOs as potential sites for new masts, was never considered. • Why the few remaining BT phone kiosks remain in the area. Is this due to poor mobile signal? • If each of three MNOs could provide a list of where not-spots (biggest 3) exist on their network within North Norfolk. So NNDC and	**O&S**	ASAP	**In progress**

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	partners can look to locate potential sites for investment. • For MNOs, NNDC, BT and Power Network companies to have regular dialogue to enable plans to facilitate power backups to affected areas, when instances of power outages are known in advance.			
10 December 2025				
Rural Strategy	Actions: • 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. (Assistant Director Sustainable Growth / Cllr J. Toye	**O&S**	22/01/2026: Not been possible to progress beyond an initial scoping document. On a priority list to progress but little resource to do so. May seek outside support to put together an evidence document. No deadline as such but will attempt to assess the likely timescales for the work to be completed. Emailed Committee with update	**In progress**
15 October 2025				
Homelessness – Review of Data	Actions: - An executive summary to be provided in future reports with clear bullet points to key findings. - Reports should contain a manageable amount of data *(Assistant Director – People Services)*	**O&S**	- Officers agreed to make the changes requested before presenting the Draft Homelessness Strategy to Cabinet - Strategy Document coming to O&S in early 2026, following Cabinet	**In progress**
Meeting Date Topic	**Recommendation / Action** *(Cabinet member / Lead officer)*	**Decision Maker**	**Response/Progress Deadline**	**Status**

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.

17 September 2025				
NHOSC Update Report	To write, as a committee, to the Secretary of State for Health to express the detrimental effect the closure of Healthwatch would be to Norfolk and to ask them to reconsider their decision. To liaise with NHOSC in doing so. (*Cllr J Boyle / Democratic Services & Governance Manager*)	**O&S**	Letter sent via email on 26th September. Response awaited. (Not heard back as of 10th December 2026) **22/01/2026: Update received from the Department of Health and Social Care: Emailed Committee**	**Complete**
Meeting Date Topic	**Recommendation / Action** (*Cabinet member / Lead officer*)	**Decision Maker**	**Response/Progress Deadline**	**Status**
09 April 2025				
Rural England Prosperity Fund Update	Recommendation: That a copy of the report received from Central Government is shared with the committee (*Economic Growth Manager*)	**O&S**	The report has not been received (as of 3rd 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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