

Please contact: Democratic Services

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

Please Direct Dial on: 01263 516010

17 March 2026

A meeting of the **Council** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Wednesday, 25 March 2026 at 6.00 pm.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:Democratic.Services@north-norfolk.gov.uk.

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

Emma Denny
Democratic Services & Governance Manager

To: Cllr T Adams, Cllr P Bailey, Cllr M Batey, Cllr K Bayes, Cllr D Birch, Cllr H Blathwayt, Cllr J Boyle, Cllr A Brown, Cllr S Bütikofer, Cllr C Cushing, Cllr N Dixon, Cllr P Fisher, Cllr A Fitch-Tillett, Cllr T FitzPatrick, Cllr A Fletcher, Cllr W Fredericks, Cllr M Gray, Cllr M Hankins, Cllr C Heinink, Cllr P Heinrich, Cllr V Holliday, Cllr N Housden, Cllr K Leith, Cllr R Macdonald, Cllr G Mancini-Boyle, Cllr P Neatherway, Cllr L Paterson, Cllr S Penfold, Cllr P Porter, Cllr J Punchard, Cllr C Ringer, Cllr C Rouse, Cllr L Shires, Cllr M Taylor, Cllr E Tooke, Cllr J Toye, Cllr K Toye, Cllr A Varley, Cllr L Vickers and Cllr L Withington

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



If you have any special requirements in order to attend this meeting, please let us know in advance
If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

A G E N D A

1. **APOLOGIES FOR ABSENCE**

To receive apologies for absence, if any.

2. **MINUTES**

1 - 28

To confirm the minutes of the meeting of the Council held on 18 February 2026.

3. **TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS**

29 - 34

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest (see attached guidance and flowchart)

4. **ITEMS OF URGENT BUSINESS**

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

5. **CHAIRMAN'S COMMUNICATIONS**

To receive the Chairman's communications, if any.

6. **LEADER'S ANNOUNCEMENTS**

To receive announcements from the Leader.

7. **PUBLIC QUESTIONS AND STATEMENTS**

To consider any questions or statements received from members of the public.

8. **APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES & OUTSIDE BODIES**

To approve any new appointments or changes to appointments proposed by the Group Leaders to committees, sub-committees, working parties and outside bodies.

9. **PORTFOLIO REPORTS**

35 - 102

To receive reports from Cabinet Members on their portfolios.

Cllr T Adams - Executive Support & Legal Services

Cllr H Blathwayt – Coast

Cllr J Boyle – Housing and People Services

Cllr A Brown – Planning & Enforcement

Cllr C Ringer – IT, Environmental & Waste Services

Cllr L Shires – Finance, Estates & Assets

Cllr J Toye – Sustainable Growth
 Cllr A Varley – Climate Change & Net Zero
 Cllr L Withington – Community, Leisure & Outreach (Including Health & Wellbeing)

Members are reminded that they may ask questions of the Cabinet Member on their reports and portfolio areas but should note that it is not a debate.

No member may ask more than one question plus a supplementary question, unless the time taken by members' questions does not exceed 30 minutes in total, in which case, second questions will be taken in the order that they are received (Constitution, Chapter 2, part 2, section 12.2)

10. WORKFORCE DEVELOPMENT AND PEOPLE STRATEGY

103 - 144

Executive Summary	<p>This report presents the Workforce Development and People Strategy, Learning and Development Strategy and the Role Model Manager Framework for approval by Full Council.</p> <p>The documents set out NNDC's approach to developing and supporting its workforce and ensuring readiness for Local Government Reorganisation (LGR).</p> <p>The strategies aim to ensure NNDC attracts, retains and develops a skilled, motivated and engaged workforce. Failure to implement presents risks, including the possibility of reduced employee engagement, higher staff turnover, reduced quality of service and weakened recruitment and retention capability.</p> <p>The adoption of the Workforce Development and People Strategy, Learning and Development Strategy and Role Model Manager Framework is recommended to support organisational stability, promote staff development and ensure NNDC and its staff are well positioned to navigate the challenges and opportunities associated with LGR.</p>
Options considered	<p>A review was undertaken of people strategies from Local Authorities both locally and nationally.</p>
Consultation(s)	<p>The Workforce Development and People Strategy has been shared with JSCC for comment.</p>
Recommendations	<p>To approve and adopt the Workforce Development and People Strategy, Learning and Development Strategy and Role Model Manager Framework.</p>

Reasons for recommendations	The adoption of the Workforce Development and People Strategy will promote good practice in line with other organisations, invest in the development of the workforce and achieve readiness for LGR.
Background papers	Workforce Development and People Strategy Learning and Development Strategy Role Model Manager

Wards affected	N/A
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Susan Sidell, HR Manager, susan.sidell@north-norfolk.gov.uk

11. **MARKETS AND SEAFRONT SERVICE - REQUEST TO INCREASE HEADCOUNT.** 145 - 150

Executive Summary	As part of the Council's Leisure and Localities function, the Markets and Seafront Inspector currently undertakes a dual-purpose role supporting both market operations and seafront management. This post is presently vacant, and a review of the service has identified that dividing the responsibilities into two distinct roles would provide significant benefits, particularly in relation to recruitment and the overall effectiveness of each function. This action would result in an increase in headcount for the organisation but will not increase the overall budget for the service.
Options considered	<ol style="list-style-type: none"> 1. Increase the headcount of the organisation through the creation of two separate part time posts in the Leisure and Localities team, one Markets Officer and one Seafront Inspector. 2. Retain the current combined role of Markets and Seafront Inspector, not creating two separate posts and maintaining the current headcount of the organisation.
Consultation(s)	No Consultation
Recommendations	Full Council adopts option 1 and agrees to an increase in head count in the Leisure and Localities team to allow for the disaggregation of the Markets and Seafront Inspector roles.
Reasons for recommendations	Establishing two distinct roles would facilitate recruitment into a previously difficult to recruit

	role and would enable more effective delivery of the Council's corporate plan objectives
Background papers	None

Wards affected	Sheringham North, Beeston & The Runtons, Cromer Town, Mundesley & Hickling
Cabinet member(s)	Cllr. Liz Withington
Contact Officer	Colin Brown, Leisure & Locality Services Manager

12. RECOMMENDATIONS FROM CABINET 9TH MARCH 2026

151 - 206

The following recommendations were made by Cabinet to Full Council at the meeting held on 9th March:

Recommendation 1:

1. Cabinet Agenda Item 8: Budget Monitoring Period 10 2025/2026:

Recommends that Full Council

- a) Notes the contents of the report and the current forecast year end position.
- b) Increase the 2025/26 capital budget for Disabled Facilities Grants to £2,317,266. This is to reflect the addition of £118,204 of grant award towards the scheme
- c) Agrees to use the Extended Responsibility Producer grant of £1,312,840, which was previously forecasted to be an in-year contribution to reserves, to offset relevant in year recycling expenditure.
- d) *Request the approval for £50,000 of the forecast underspend to be awarded to a domestic oil fuel poverty charity, to support residents across North Norfolk who are experiencing hardship because of current high oil prices*
- e) That the resulting underspend of £1,262,840 in the respective recycling revenue budgets be transferred to the General Reserve to mitigate future unfunded new burdens.

Please note that the Overview & Scrutiny Committee considered this item at the meeting on 18th March. This was after the Full Council agenda was published. The Chair of the Committee will therefore provide verbal feedback at the meeting.

Recommendation 2:

2. Cabinet Agenda Item 9: Treasury Management Q3 Report 2025/2026

Recommends that Full Council receives the Treasury Q3 Report 2025/2026

Please note that Governance, Risk & Audit Committee (GRAC) considered this report at the meeting on 24th March. Due to the proximity of this meeting to Full Council, the Chair will provide verbal feedback at the meeting.

13. RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 18 MARCH 2026

To consider any further recommendations from the Overview & Scrutiny Committee meeting held on 18th March 2026.

14. QUESTIONS RECEIVED FROM MEMBERS

None Received.

15. OPPOSITION BUSINESS

None Received.

16. NOTICE(S) OF MOTION

The following Notices of Motion have been received:

1. RIGHT TO PLAY PLEDGE

Proposed by: Cllr Liz Withington
Seconded by: Cllr Shires

This Council recognises that access to safe, inclusive and welcoming spaces for play is fundamental to the health, wellbeing and development of children and young people. Opportunities for free play support physical activity, social connection, creativity and mental wellbeing, and are an important part of creating thriving and inclusive communities.

North Norfolk District Council has a strong track record of supporting high-quality public spaces, parks and play areas which benefit residents, families and visitors across the district. As the Council approaches Local Government Reorganisation (LGR), it is important that the value of accessible and inclusive play continues to be recognised within future local authority policy and place-making.

Council further notes the **Right to Play Pledge** being promoted by the **Norfolk Youth Advisory Board through the Mancroft Advice Project**, which seeks to encourage organisations and public bodies to recognise and support children and young people's right to play.

Further information about the Right to Play Campaign and pledge can be found by visiting www.map.uk.net/righttoplay

Council therefore resolves to:

1. **Sign the Right to Play Pledge**, demonstrating North Norfolk District Council's support for the principle that all children and young people should have access to safe, inclusive and welcoming opportunities for play.
2. **106 Funding Playpark allocations and sports facilities**

That the Council adopts a policy approach whereby S106 play contributions may, where appropriate and legally permissible, be directed towards **strategic play and activity spaces** rather than solely within the boundary of the originating development.

This approach would allow funding to be pooled or directed to locations that:

- Deliver **fully inclusive and accessible play equipment**
- Provide **larger, higher-quality activity spaces**
- Serve **multiple developments and neighbourhoods**
- Improve **connectivity with walking and cycling routes**
- Support **family-friendly community spaces** that encourage physical activity and social interaction

Developers and planning officers would work together to ensure that residents of the contributing development continue to benefit from the facilities delivered.

3. **Request that officers prepare a short position statement for the authority** outlining the Council's commitment to inclusive and accessible play and highlighting the importance of continuing to ensure accessible and inclusive play, recreation and family-friendly public spaces continue to be prioritised as part of asset management, policy development and place planning through the Local Government Reorganisation process.

2. MOTION TO COUNCIL ON FLY-TIPPING

Proposer : Cllr Andrew Brown
Seconder: Cllr Callum Ringer

THIS COUNCIL NOTES:

1. The Corporate Plan 2023- 2027 includes the following statement of intent: Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district
2. That fly-tipping is a criminal act, a major anti-social behaviour problem and a blight on our local wildlife and environment
3. That fly-tipping and littering imposes a significant financial burden on councils for removal and disposal costs.
4. That illegal disposal of waste provides an unfair financial advantage to unscrupulous individuals and businesses over

those who use legitimate methods to dispose of their waste.

5. That residents are increasingly frustrated by the impact of litter and fly-tipping in their communities

THIS COUNCIL BELIEVES:

- a) Residents deserve safe and clean streets and local environments
- b) The Council should take a zero-tolerance approach to environmental criminals
- c) Those who dispose of waste illegally should be dealt with through appropriate enforcement action.
- d) All businesses and individuals should dispose of their waste in a compliant manner.

THIS COUNCIL RESOLVES TO ASK CABINET TO:

- i) Investigate fly-tipping instances and where suitable evidence exists, take appropriate enforcement action possible against those responsible.
- ii) Ensure all fixed penalty notices for littering and fly-tipping to the legal maximum as appropriate
- iii) Promote regularly the "Lets S.C.R.A.P. fly-tipping" campaign to increase awareness of the householder Duty of Care requirements so that they only use registered waste carriers to dispose of their waste.
- iv) Ensure that all businesses in the district have appropriate Duty of Care arrangements in place and take appropriate action where this is found not to be the case.

17. EXCLUSION OF 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 item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph(s) _ of Part 1 of Schedule 12A (as amended) to the Act."

18. PRIVATE BUSINESS

COUNCIL

Minutes of the meeting of the Council held on Wednesday, 18 February 2026 in the Council Chamber - Council Offices at 6.00 pm

Members Present:	Cllr T Adams	Cllr M Batey
	Cllr K Bayes	Cllr D Birch
	Cllr H Blathwayt	Cllr J Boyle
	Cllr A Brown	Cllr S Bütikofer
	Cllr C Cushing	Cllr N Dixon
	Cllr P Fisher	Cllr A Fitch-Tillett
	Cllr T FitzPatrick	Cllr A Fletcher
	Cllr M Gray	Cllr M Hankins
	Cllr C Heinink	Cllr P Heinrich
	Cllr V Holliday	Cllr K Leith
	Cllr R Macdonald	Cllr P Neatherway
	Cllr L Paterson	Cllr P Porter
	Cllr J Punchard	Cllr C Ringer
	Cllr C Rouse	Cllr L Shires
	Cllr M Taylor	Cllr E Tooke (<i>left meeting early</i>)
	Cllr J Toye	Cllr K Toye
	Cllr A Varley	Cllr L Withington

Also in attendance: The Chief Executive, the S151 Officer, the Monitoring Officer, the Assistant Director for Resources, the Democratic Services & Governance Manager, the Democratic Services & Governance Officer.

96 APOLOGIES FOR ABSENCE

Apologies were received from Cllrs P Bailey, W Fredericks, N Housden, G Mancini-Boyle, S Penfold and L Vickers.

97 MINUTES

The minutes of the meeting held on 17th December 2025 were approved as a correct record.

98 PRESENTATION OF AWARD

The Chair presented the Assistant Director of Finance & Assets with his certificate for completion of the Institute of Leadership & Management (ILM) Level 7 award for Strategic Leadership.

99 TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

None.

100 ITEMS OF URGENT BUSINESS

There was one item of urgent business:

The Leader, Cllr T Adams, began by saying that he welcomed the decision to

proceed with County Council elections in May and he assured members that the Council had the capacity to carry out elections. He then referred to the statement made by the Leader of Norfolk County Council on 17th February, announcing that NCC was pulling out of the Local Government Reorganisation (LGR) process and devolution. Cllr Adams said that this was symptomatic of the Government's approach so far. He clarified that NCC could not cancel LGR, however, the Government needed the County Council's consent for devolution. Without NCC's money and input, it would be extremely difficult to make progress with LGR. He went onto say that the landscape could change again with the upcoming elections.

Cllr Adams said that NNDC had always been sceptical of the benefits of LGR and had raised concerns about the costs, believing that the money would be better spent on public services. In addition, it was not felt that the envisaged savings had not been achieved in areas where LGR had already taken place. There were also considerable concerns about having a much larger authority which would be more remote from residents and businesses and the impact on the management of assets such as Cromer pier and the country parks. That said, NNDC had continued to engage with the process to ensure that benefits would be maximised for the district.

He said that he was concerned that by May 2028, the devolution package could look very different from that which was promised. He referred members to the budgetary allocation for LGR, which would need to be agreed by Full Council tonight. If it was not called upon for any reason, then it would be brought back to Council for debate and reallocated to other projects. He went onto say that discussions with counterparts would take place over the coming days, following agreement of the budget for 2026/2027. An agreed response was required to the Government's questions regarding the statutory changes order and lastly how strategic partner procurement would be dealt with. In conclusion, he said that NNDC was now largely in the hands of others and he was concerned that the Government could change the narrative quite considerably, particularly the monetary value of devolution. Investment in key areas such as public transport was needed and there was a will to increase the scale of business activities across the County.

The Chair invited members to speak:

Cllr C Cushing said that he agreed with Cllr Adams' comments and welcomed the decision to proceed with elections. He reminded members that by participating in the fast-track devolution process, millions of pounds of funding was meant to be delivered to Norfolk and this now seemed to have disappeared from the agenda. He added that only the Government now supported LGR and devolution and it seemed increasingly likely that it would therefore be imposed on local authorities against their will. He said that it was prudent to set aside £750k in the budget but said that if the County Council was not engaging with the process until after the election, then it would be wise to wait until after May before spending any of that money on LGR and devolution. He concluded by saying that he hoped NNDC would be joining Great Yarmouth BC and South Norfolk DC in slowing down the process until after the county council elections.

Cllr Adams agreed with Cllr Cushing's concerns regarding the fast-track programme and said that Norfolk now seemed to be at the back of queue rather than at the front of it. People wanted to see change with devolution and introducing another layer of local government didn't help with this. Regarding the concerns raised with spending money on LGR, Cllr Adams said that it was unlikely that it would occur before the May elections and there would be discussions with neighbouring authorities on how to proceed. He added that councils were being asked to carry out business as usual,

whilst taking on new statutory obligations such as the collection of food waste, whilst having to pay for LGR.

Cllr N Dixon commented that significant events would unfold in the coming months for the Council and it was important that it focussed on delivering services and maintaining an agility to respond to events as they unfolded.

Cllr J Toye agreed, saying that the Council needed to focus on what it could do, adding that the delay to the devolution programme caused real challenges, especially for the business sector.

101 CHAIRMAN'S COMMUNICATIONS

The Chair spoke about recent civic events that he had attended:

01 January – New Year's Day Fireworks lighting ceremony

27 January – Holocaust Memorial Day service, St Peter Mancroft Church, Norwich

29 January – Puss in Boots, NNDC Panto, Sheringham Little Theatre

04 February – ceremonial opening of Kings Lynn Mart and Showmen's lunch

06 February – 150th Anniversary commemoration service for Henry Blogg, Lifeboat Coxswain.

102 LEADER'S ANNOUNCEMENTS

The Leader, Cllr T Adams, said that the distribution of the second homes premium on the same basis as the current financial year. This presented a significant opportunity to support families through the provision of temporary accommodation.

He then spoke about the Council's Coastal team and said he was pleased to say that a further share of funding had been secured for the Coastwise initiative. This demonstrated the success of the team and the work they had undertaken so far and provided an opportunity for coastal teams across the country to learn from NNDC's knowledge and experience.

The Leader concluded by thanking everyone involved with the NNDC staff panto, which he had attended with his family and very much enjoyed.

103 PUBLIC QUESTIONS AND STATEMENTS

There were two public speakers – Julia Drury and Alexander Drury. Both wanted to speak in relation to Agenda Item 17 – Notice of Motion 'Sheringham Sixth Form Provision and Post 16 Educational Inequality'.

The Chair invited Ms J Drury to speak first. She began by saying that she had been head of Sheringham Sixth form from its inception in 1995 until 2001. She explained that it was set up to provide opportunities for post 16-year-olds in Sheringham and the surrounding area. In the first year it provided vocational and A level course to 32 students. By the time she left in 2001, there were 150 students and since then it had grown to over 200 students. Many of those students had gone onto university and post A level training courses. The approach had always been to take any student with basic GCSE qualifications and help them achieve. Tailored support had been provided to every student with an aim to inspire so that they could aspire. By removing the opportunity to do A Levels at Sheringham Sixth Form, the aspirations of young people would be stifled.

Mr A Drury then spoke. He said that he attended Sheringham Sixth Form from 1998

to 2000. He said that the 6th form was a springboard for achieving ambitions. For him, it had led to academic achievements and for others it meant that they were able to stay in the local area, working in various professions and in some cases, running their own businesses. Many of his peer group were now embedded in the local community and contributing to the local economy. This demonstrated how important it was having a college in Sheringham as it helped retain local people in the area. He then went onto speak about people from low-aspiration households who did not have a tradition of educational attainment in the family and said that any barrier to accessing education had a significant impact on such young people achieving their potential.

104 APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES & PANELS

It was RESOLVED

To approve the recommendation from the Overview & Scrutiny Committee to appoint Cllr C Rouse as a substitute on the Norfolk Health Overview Select Committee.

105 PAY POLICY STATEMENT 2026 - 2027

The Leader, Cllr Adams, introduced this item. He said that it was a statutory report that came to Full Council on an annual basis.

It was RESOLVED

To adopt the Pay Policy Statement and to publish the statement for 2026/2027 on the Council's website.

106 CAR PARK ORDER 2026

The Portfolio Holder for Finance, Estates & Property Services, introduced this item. She explained that the proposed increases set out in the order did not affect the standard inland car parks in the market towns, as it was acknowledged that they faced different challenges to the coastal car parks.

Cllr Shires then highlighted some of the responses to the consultation. Regarding the Hornbeam Road car park in North Walsham, she said that it had been designed to support transport from the train station and not to solve displacement parking from nearby residential streets. It was intended to support sustainable transport from the nearby train station and the very well-used Norwich Road bus stop. Last year, charges were introduced on the site to see if maintenance costs could be covered. Following discussions with users of the car parks, feedback from occasional users indicated that the daily rates were far too high. It was therefore proposed that a daily flat rate of £3.00 was trialled which was comparable to that of the train station car park. The impact would be monitored carefully. She went onto say that tourism brought pressure to the Council's coastal car parks and it was reasonable that visitors should contribute towards the maintenance and upkeep of these car parks. Prices would be kept at a competitive price to ensure that visitors were not deterred.

Finally, Cllr Shires sought to quell any concerns regarding eating and cooking within the car parks. She said that it was not intended to prevent anyone from eating fish and chips in their car. The intention was to stop parking spaces being used for cooking or picnic places. It was a standard provision in car park orders across the country and the wording had been clarified to remove any ambiguity.

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

RESOLVED unanimously

1. That the Council introduces the Car Parking Order 2026 on 7 April 2026 as advertised.
2. That the Council considers it appropriate to make the order subject to minor changes to wording within the Car Parking Order 2026.

107 RECOMMENDATIONS FROM CABINET 2ND FEBRUARY 2026

Cllr L Shires introduced this item. She said that the reports had all been to Cabinet and Overview & Scrutiny Committee, where the recommendations had been supported. The Treasury management Strategy had been reviewed by the Governance, Risk & Audit Committee (GRAC). She did not intend to present them in detail but said that she wanted to provide an update on the Non-Domestic Rates Policy 2026 – 2027, as the Government had recently introduced some changes.

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

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

Cllr Shires then talked through the rest of the key changes:

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

The new mandatory RHL multipliers were based on occupation of the business not the VOA description and would enable NNDC to provide government updates throughout the 2026/27 year to fully compensate for the loss of income as a result of these changes. In line with the government, NNDC had updated the discretionary rate relief policy to end this relief from 1 April 2026.

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

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

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

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

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

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

The Chair asked members if they were content to take the recommendations en bloc.

It was RESOLVED unanimously to approve the following recommendations from Cabinet:

1. Capital Strategy 2026 -2027

To approve the Capital Strategy 2026/27.

2. Treasury Management Strategy 2026 – 2027

To approve the Treasury Management Strategy 2026/27.

3. Non-Domestic Rates Policy 2026 - 2027

To approve:

- a) 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.
- b) 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.
- c) That the Rate Relief Policy is revised as indicated in Appendix A, B and C.

4. Medium Term Financial Strategy 2026/27 – 2029/30

RESOLVED

To approve the Medium Term Financial Strategy for 2026/27 – 2029/30

108 RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 11 FEBRUARY 2026

The Chair of the Overview & Scrutiny Committee, Cllr V Holliday, confirmed that there were no further recommendations to Full Council.

109 BUDGET & COUNCIL TAX 2026 - 2027

The Chair advised members that there would be a series of recorded votes. He then invited the S151 Officer and Chief Financial Officer (CFO) to speak on the robustness of the estimates.

The CFO said that when considering the robustness of the estimates and adequacy of reserves a holistic approach was taken, which considered the general reserve, earmarked reserves and the identified risks in relation to the revenue and capital budgets presented for approval.

The CFO confirmed that he was satisfied that the estimates, as presented in the budget were sufficiently robust and that the reserve balances proposed for 2026/27 were adequate.

The Chair then invited Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services to introduce the Budget for 2026/2027.

Cllr Shires began by saying that despite a deeply disappointing funding review, the Council had been able to produce a balanced budget. Funding for the Council was reduced in real terms and included a government funding floor of 95% of Core Spending Power. Additionally, new burdens had been placed on the Council with insufficient funding for Local Government Reorganisation (LGR) and a domestic food waste collection service. She said this approach reinforced a long-held concern that central government did not understand rural communities. The funding formula may be national but the consequences were intensely local. This was not a new phenomenon. Since 2010, shire districts had experienced some of the deepest cuts in funding whilst facing additional pressures such as the need for temporary accommodation and the implementation of food waste collection. National economic volatility, inflationary pressures, pay award uncertainty and fluctuating interest rates all continued to increase the cost of delivering services. Through prudent financial management, disciplined use of reserves, careful forecasting and a clear medium term financial strategy (MTFS), the Council had been able to maintain essential services. Whilst other councils faced instability, NNDC continued to plan responsibly.

Cllr Shires said that the shortfall in funding for temporary accommodation remained one of the most significant challenges. By the end of the financial year a temporary accommodation funding gap of £400k was anticipated, a position that was likely to continue into the next year. It was due to such pressures that the Council introduced the 100% second homes premium and she confirmed that North Norfolk's 7.3% share of this premium which resulted in £663K, would be used to mitigate government funding shortfalls and to maintain the second homes premium reserve. That reserve would continue to provide stability in managing temporary

accommodation costs. In addition, NNDC had successfully negotiated a share of the County Council's second homes premium, estimated at £1.7m. This agreement ensured that the capital investment that was committed for temporary accommodation could now be funded without borrowing.

She then spoke about the proposed mandatory introduction of food waste collections, saying that whilst the Council supported the environmental ambitions of the policy, the funding provided by central government underestimated the establishment and ongoing costs of such a scheme. The initial capital allocations have underestimated the real expense of vehicles, containers and operational set up and the ongoing revenue did not reflect the cost of collection in a large rural district.

Cllr Shires said that she had been clear about working with all members of the Council throughout the budget monitoring and budget setting process and always in the best interests of North Norfolk residents. She thanked the Overview & Scrutiny Committee for their time and diligence in helping to reach this stage. Scrutiny strengthened decision-making and she asked for the committee's support in the year ahead. She also thanked opposition members for their constructive support throughout the budget setting process.

Cllr Shires said that the budget setting process for the year began with the Council facing a projected £1.8m deficit. The scale of work required to close the gap had been significant and she thanked officers for their diligence, professionalism and creativity shown in bringing forward a balanced budget. She said it was important to note that changes in government funding and expectations had added a further £2.4m to projected future deficits. This context made the achievements outlined all the more significant. She thanked all officers for their professionalism, resilience and dedication to North Norfolk. She extended her thanks to her Cabinet colleagues for the way they had engaged constructively with this process and commended them for responding so positively to the scrutiny of their portfolio budgets and worked collaboratively to identify solutions.

The Local Government Financial Settlement (LGFS) guaranteed only 95% of core spending power on the assumption that District councils would apply the maximum increase before a referendum was required, of 3.00% or £5 in Council Tax. The recommendation was to increase Council Tax in 2026/27 by 2.96%, £5.13 for a 'Band D' property. This amounted to less than 10 pence per week. She reminded members that NNDC retained a very small proportion of the council tax it collected – just 7.3 pence of every £1.00 paid.

Cllr Shires reminded members that in 2024/2025, it had been agreed that the Sustainable Communities Fund would be paused and she made a commitment that it was not a withdrawal. She was delighted to announce that it would be reinstated in a new form, a dedicated members' fund investing £160k back into local communities. Each councillor would have an allocation of £4k to support projects within their ward, empowering them to respond directly to local need. The fund would operate within a clear and robust governance framework, and she welcomed cross-party engagement in shaping how it was administered.

Cllr Shires said that since 2019, the Administration had committed over £147m towards capital investments across North Norfolk. She then outlined the projects that had been completed in the last year and said that the capital proposals for 2026/2027 built on that strong track record, ensuring continued investment in the environment, amenities and infrastructure that mattered most to North Norfolk. The budget committed over £10.6m in further capital investment across the district, with

over £820k allocated towards 'our greener future', including further decarbonisation of the Council offices. £3.9m was allocated towards 'Developing our Communities' including £120k for play area improvements, £40k to improve the public conveniences on Newgate Lane in Wells and £3.6m in the long-term investment in the substructure of Cromer Pier. £4m was allocated towards 'Meeting our Housing Needs' through the purchase of additional temporary accommodation and £1.8m towards 'Investing in our local economy and infrastructure', including £740k to renovate the Cornish Way industrial units and Cedar House in North Walsham. She said that the budget showed the unwavering commitment to North Norfolk and its residents.

Cllr Shires said that members would be aware that the Government's programme for local government reorganisation proposed the creation of new unitary authorities by April 2028. At present, no additional grant funding had been provided to support this transition process. Until legislation was passed and any new authorities were established, the Council was legally required to set a balanced budget and maintain a robust MTFs on the basis that NNDC continued to operate whilst simultaneously planning for imminent structural changes. Consequently, £750k was set aside in an earmarked reserve for LGR. The Government expected councils to meet the cost of reorganisation from existing resources. Whether or not members supported the direction of travel, it would be financially irresponsible not to prepare. She added that the pathway to devolution and reorganisation did not begin in the Chamber. The Conservative Administration at County Hall had 'opened that door' and had now withdrawn, leaving NNDC to navigate the consequences. The Council had a responsibility to ensure that North Norfolk remained financially secure whatever the outcome and on that basis, she assured members that if the Government's expected announcement regarding the future structure of Norfolk's councils did not result in LGR for which NNDC was required to meet the costs, then the earmarked reserve for LGR would be brought back to Full Council for members to determine an alternative use for those funds.

In conclusion, Cllr Shires said that last year the Council had proposed a shrinking deficit. Recent Government decision had increased the financial burdens that the Council faced but despite the challenges, she assured members that work continued to address the forecast deficit and ensure the sustainability of the Council and its assets for the future. Whilst there was certainty that there would be 95% of core funding for the next few years, she said that she no longer had confidence that fairness extended to rural communities such as North Norfolk. Through this budget and future budgets, the Council would be there to support residents where the Government was failing to do so. Finally, she said that she would like to update members on the latest Budget Monitoring position at period 10. For period 6, a £300k surplus had been forecast and the period 10 report would be presented to cabinet on 9th March. She thanked the S151 officer, the Deputy S151 officer and the Finance Team for their hard work and support in bringing forward a balanced budget.

Cllr Shires proposed the Budget for 2026/2027. Cllr T Adams seconded the proposal and reserved his right to speak.

The Chair thanked Cllr Shires and invited the Leader of the main Opposition Group, Cllr C Cushing to respond.

Cllr Cushing began by thanking the Finance team for their support during the last three months and Cllr Shires for the ongoing dialogue in the lead up to the Budget presentation, particularly for her input and support in shaping the amendment which

would be coming forward later in the meeting.

Starting with the Revenue Budget, Cllr Cushing said that he welcomed a balanced budget and he agreed with Cllr Shires about the Government's disregard for rural areas and that District Councils were being penalised via the LGFS, by receiving funding at only 95% of core spending power. This approach was in line with the imposition of the family farm tax and the increasing of business rates by approximately 30%. In addition, consultations were planned on the closure of more rural post offices and they had also removed VAT relief on places of worship which meant repairs to churches would now cost 20% more.

He then spoke about the ending of the Shared Prosperity Fund (SPF) and the Rural England Prosperity Fund (REPF). This funding had provided huge support to local businesses and was meant to be replaced by new Mayoral funding. This had now been delayed by two years and no alternative had been proposed. He queried the Government's approach of 'baking in' council tax increases into the LGFS as he felt it could disincentivise councils from making savings.

Looking forward, he said that he had concerns about the significant deficit forecast from 2027. He added that there was an assumption that NNDC would not exist from 2028 due to unitarization, however, as the Leader had outlined earlier in the meeting, the County Council had announced that they were ceasing to cooperate with the Government regarding implementation of LGR. This could potentially mean that LGR and Devolution would not happen and serious consideration should therefore be given as to how the Council would balance the budget in future years. In light of this, he added that overall, the MTF5 was very good but that section 8 which focused on mitigating budget gaps should be strengthened.

Cllr Cushing said that the Conservative Group supported the introduction of local community grants. They had opposed the removal of the Sustainable Communities Fund two years and had proposed that it was reinstated last year.

Moving on to the capital strategy, he said it was disingenuous to claim that the Administration had spent £147m since 2019 as a substantial amount of this had come from central government. He was concerned about the Council's ability to deliver it all. There were 59 projects in the current programme and a further 19 proposed as part of the budget, resulting in 79 projects in total. Some sort of prioritisation of projects would be good. An initial assessment indicated that little or no work had begun on 20 of them and with officer capacity potentially stretched due to LGR, a review would be a good idea. As in previous years, he highlighted the large number of projects in Cromer. Out of the 78 on the programme, 23 were Cromer initiatives. He accepted the argument that NNDC owned several assets in the town, including the pier, which the Council had a duty to maintain but he felt that the remaining allocation of resources should be reviewed to ensure fairness across the district. He queried why Cromer Town Council was not being asked to take on responsibility for some of the projects in the town.

Cllr Cushing agreed with Cllr Shires' comments about food waste collection. He had never supported the proposals and said they simply did not make sense in a rural area. It wouldn't be carbon neutral or have any impact on climate change. He felt that the Council should not proceed any further with the proposals until the position regarding LGR was clear.

In conclusion, Cllr Cushing said that although he believed LGR was not beneficial for Norfolk, he supported setting aside £750k for this work. He felt the capital

programme should be reviewed and prioritised and allocated across the district. The Conservative Group would work with the Administration where possible to try and navigate the challenging times ahead.

The Chair then invited Cllr J Punchard, Leader of the Independent Group to respond to the budget proposals.

Cllr Punchard began by thanking Cllr Shires for her willingness to engage fully with him on a 'blank book' budgeting exercise and for responding so willingly to his many challenges. He welcomed the local community grants fund. He was frustrated by the cuts that were being imposed by central government, whilst the burdens on the Council increased. He said that it always pained him to vote for an increase in council tax but on this occasion, there was no other option if key services were to be maintained.

The Chair invited Cllr Shires, as proposer of the budget, to respond.

Cllr Shires said that she welcomed the strong dialogue between herself and Cllr Cushing in the run up to the budget and she understood his concerns. She thanked Cllr Punchard for his engagement and challenges in recent months. She said that careful and honest engagement across the political spectrum was key to reaching a balanced budget.

Cllr Cushing and Cllr Punchard confirmed that they did not wish to respond further.

The Chair then advised members that the following amendment had been submitted in advance of the meeting:

Stalham Public Toilet Feasibility Study

Proposed by Cllr K Bayes, seconded by Cllr L Shires:

A feasibility study will be commissioned to explore the construction of a new public toilet and Changing Places facility in Stalham, with the aim of securing long-term provision for the town.

The study will assess indicative project costs, identify potential barriers and risks, and outline realistic timescales for delivery should funding become available.

Funding for the study will be drawn from unspent allocations from other public toilet regeneration projects across the district, to the amount of £25,000.00. Breakdown as follows:

- *£5k Design of facility*
- *£2k Legal Counsel for special conditions*
- *£2k Planning application and advice*
- *£6k Surveys (general £1k, £1.5k trees, £1.5k bats etc, £2k drainage)*
- *£2k quantity surveyor to cost development*
- *£1k Consultations*
- *£7k Contingency including*

This project will support both local and district-wide priorities to maintain accessible public toilet provision in Stalham. The current facility is in a poor state of repair and is arguably not well located when considering the town's future growth and development proposals.

The Chair invited Cllr K Bayes as proposer of the amendment to introduce it. He confirmed that the S151 Officer had seen it and accepted it as valid.

Cllr Bayes said that it had cross-party support and he thanked the other Stalham member, Cllr M Taylor for the huge amount of work that he had done. Cllr Bayes explained that over a year ago there were plans to close the public toilets in Stalham and over half the town signed a petition to keep them open. This ensured that they remained open on a temporary basis. Since then, local members had regularly engaged with Cllr Shires on the future of public toilet provision in Stalham. It was hoped that the toilets could be relocated to another site and that a modern facility would cater for the needs of residents and visitors to the town. The amendment was the first step in this process. It was hoped that undertaking a feasibility study would help the Council understand the potential barriers and opportunities. In particular, he wanted to thank Cllrs Adams, Shires, Cushing and Dixon and the S151 Officer for their help and support in bringing it forward.

Cllr L Shires said that she welcomed the way in which opposition members had worked with her on this proposal. She was pleased to second the amendment to the budget. Whilst not a commitment to do the work, it was a commitment to do the groundwork properly. Whilst Stalham's current public toilet provision did not meet the standard the public expected from the Council's public conveniences, it was also arguably not ideally located. It was important to understand why the current facilities were not well used and to explore whether a better located, accessible facility would be better used. The feasibility study would provide a clear, evidence-based foundation. Without this work, it was just a case of speculating, with it, it was a case of planning effectively. The amendment aligned with the Council's local priorities for Stalham and the Council's wider district commitment to maintain accessible public conveniences where they were needed most. It was modest in cost and strategic in intent. She wanted to make a slight alteration and confirmed that she had already spoken to Conservative colleagues about this. Instead of funding being drawn from '*unspent allocations from other public toilet regeneration projects across the district*' she proposed that funding would be drawn from *the Asset Management Reserve*,

The Monitoring Officer (MO) asked the proposer of the amendment if they agreed to the proposed alteration. Cllr Bayes confirmed that he did.

Cllr T FitzPatrick commented that if the proposer of the Budget accepted the amendment then there was no need for a debate, it would just form part of the substantive motion. The MO advised that a recorded vote was required as there had been an alteration to the amendment.

The Chair advised members that a recorded vote would be taken.

It was RESOLVED unanimously to accept the amendment.

The Chair then advised members that he would open the debate on the substantive budget proposals:

Cllr C Rouse thanked the Finance team for their hard work on the Budget. He welcomed the announcement for Ward member grants.

Cllr N Dixon began by congratulating the S151 Officer for delivering a balanced budget. He then said that he welcomed capital spending east of North Walsham but reiterated the need to be mindful of the impact of LGR on the MTFs and forward planning.

Cllr S Butikofer said that she welcomed cross-party engagement on the budget and the amendment that had come forward. She referred to the Police & Crime Commissioner's (PCC) budget and said that as the Council's representative on the Police & Crime Panel, the PCC was given a lot less money from central Government. Questions had been asked regarding the spending of second homes money by the PCC and it was confirmed that it would be spent on policing in Norfolk rather than the services that it had previously been spent on. She concluded by saying that she was delighted to see the consensus on looking into public toilet provision in Stalham.

The Chair then asked the Cllr V Holliday, Chair of the Overview & Scrutiny Committee to speak about recommendations on the Budget made by the Committee. Cllr Holliday confirmed that the budget had been reviewed in depth and the recommendations were all supported.

The Chair then invited Cllr T Adams to speak as seconder of the Budget 2026/2027. Cllr Adams began by saying that rural councils were being punished in favour of Northern Metropolitan councils which were mainly Labour controlled. Yet again, the rural economy was being neglected.

One of the biggest challenges was the undertaking of food waste collection across the district. Again, this came from a lack of understanding of the cost of providing services in rural areas. A lot more travel time was needed to accommodate collection across a wide area. He said that the proportion of council tax collected by NNDC had reduced further year on year, despite the fact that service provision was maintained and, in some cases, even increased. There was no doubt that district councils provided good value for money.

Responding to Cllr Cushing's comments regarding external funding received from Government reflected NNDC's ambition, capability and needs and the Council had often bid for that funding. He referred to the Leisure scheme at Fakenham which made up a large part of this external funding.

He then spoke about the number of Cromer based projects in the capital programme. He said that it reflected which assets needed the most work and he said that previous administrations had also provided a huge amount of support for Cromer projects and schemes and these had been handed down to NNDC over time. Many of the assets in the town provided revenue and to ensure this continued they needed to be maintained.

In conclusion, Cllr Adams said that he welcomed the amendment and he hoped that further investment in Stalham would be coming forward. He reiterated Cllr Shires comments about the positive engagement and dialogue across the political spectrum during the budget setting process.

The Chair then invited Cllr Shires to speak as the proposer of the Budget.

Cllr Shires said that the Budget represented responsibility but also belief. Belief in North Norfolk, belief in local communities and belief in the ability to navigate difficult times with confidence and purpose. She said that it had been a very difficult financial year. The pressures were real and the funding constraints were undeniable and the landscape of local government continued to shift. However, despite this, the Budget presented to members was not about cuts but about stability, investment and resilience and members should be proud of that. It was a budget for a rural district that refused to be overlooked and that understood that behind every line of

expenditure there was a resident, a family, a business or a community. The commitments were not abstract but were tangible improvements to the places people called home. In a time when public discourse could feel divided and uncertain, the Council Chamber had shown something different – seriousness, collaboration and a shared commitment to residents. She thanked the Finance team, Cabinet colleagues and all members for engaging in the process. North Norfolk was strong, the Council was stable and the direction was clear.

The Chair informed members that there would be a recorded vote.

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

RESOLVED unanimously to

That having considered the Chief Finance Officer's report on the robustness of the estimates and the adequacy of the proposed financial reserves, the following be approved:

1. The 2026/27 revenue budget as outlined at Appendix A;
2. The service budgets detailed in Appendix B;
3. The statement of the movement in reserves as detailed at Appendix C, including;
 - 3.1. 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.
 - 3.2. To approve the creation of an £0.75m Ear Marked Reserve to mitigate the Revenue costs of Local Government Reorganisation.
4. The updated Capital Programme and financing for 2026/27 to 2028/29 as shown in Appendix D;
5. The new capital bids recommended for approval as detailed at Appendix E;
6. That Members note the current financial projections for the period 2026/27 to 2029/30 that form the Medium Term Financial Strategy as presented as a Cabinet recommendation from its meeting on 2 February 2026;
7. That the minimum Level of the General Fund Reserve of £2.1m for 2026/27 to 2027/28;
8. The Local Council Tax Support Scheme (LCTS) for 2026/27 as set out in paragraphs 3.18 to 3.19;
9. A feasibility study will be commissioned to explore the construction of a new public toilet and Changing Places facility in Stalham, with the aim of securing long-term provision for the town. The study will assess indicative project costs, identify potential barriers and risks, and outline realistic timescales for delivery should funding become available. Funding for the study will be drawn from unspent allocations from the Asset Management Reserve to the amount of £25,000.00

The Chair advised members that they were now required to undertake the setting of Council Tax for 2026/2027. He invited the Section 151 Officer (Chief

Financial Officer) to outline the different elements of the Council tax recommendations. He explained that Appendix F to the report set out the statutory calculations for the council tax bases.

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

Following a recorded vote, RESOLVED unanimously to

10. Undertake the Council Tax and statutory calculations set out at Appendix F, and set the Council Tax for 2026/27;
11. The demand on the Collection Fund for 2026/27 is as follows:
 - £8,285,376 for District purposes which reflects the recommended Council Tax increase of 2.96% (£5.13) for the district element for a Band D equivalent property
 - £4,318,242 for Parish/Town Precepts,

110 PORTFOLIO REPORTS

The Chair said that Cllr C Ringer would like to make a statement regarding the collection of food waste. Cllr Ringer reminded members that Full Council had already approved funding to purchase vehicles for food waste collections. The Council had engaged constructively with DEFRA about the challenges anticipated but always with a clear commitment to deliver. One of the concerns raised had been about the rush to market for such vehicles. The original timeframe would have seen NNDC take delivery of vehicles in the late summer with rollout of the service aimed for the Autumn. Unfortunately, the Council had now been informed of delays to the production of vehicles and implementation would now move to early 2027. He would keep members updated as matters progressed.

Cllr J Toye then showed a short film about the 'High Street Matters' initiative and the North Norfolk High Streets Matter scheme. He thanked officers for their support and work on this project and County colleagues for use of the video and said it showed the benefits of good collaboration and hoped the same approach would be taken to LGR.

The Chair invited members to ask questions:

Cllr A Fitch-Tillett asked Cllr C Ringer about the reference in his report to 59 cases of bio-crime in January. She wondered why there had been an increase. Cllr Ringer replied that he didn't believe that it was a long-term increase. It covered the Christmas period.

Cllr V Holliday asked Cllr J Boyle for more detail on the 48 homes proposed for disposal by Flagship Housing Association. Cllr Boyle replied that a meeting had been arranged with Flagship to discuss the homes that had been disposing of. The intention was to sell one property and make two new ones available. Due to difficulties with nutrient neutrality in Norfolk, some of the properties had been built outside of North Norfolk. However, this year, a significant number of new homes would be provided. She added that NNDC always looked into the possibility of purchasing such properties for temporary accommodation, but this was not always financially viable. She said that she would provide more information when she had been updated by Flagship. Cllr V Holliday said that there used to be monthly meetings between the Council's Strategic Housing Team and the Housing providers. She asked whether these had lapsed. She added that she was concerned that

villages were losing properties due to the Housing Association's disposal programmes but that any replacements were often out of the District. Cllr Boyle agreed but said that the Council could only influence the situation as they had no financial stake. She reiterated that there were more new properties in the pipeline.

Cllr K Bayes asked Cllr A Brown about there being no mention of neighbourhood plans in his portfolio report. He said that Stalham had submitted one a while ago and he asked for the current situation. Cllr Brown replied that neighbourhood plans that had been submitted were proceeding but there was no funding made available in the recent Government spending review. Any submitted before the spending review would not be affected. He added that he believed there were 4 or 5 plans that had been validated.

Cllr N Dixon asked Cllr J Toye about recent national employment indicators which showed little or no growth and with the additional burdens of national insurance increases, minimum wage and business rate increases on employers as well as the cessation of the Rural Prosperity Fund. He asked how North Norfolk's economy had been affected and what the Council was doing to provide additional support to support the rural economy and businesses. He went on to say that if the local economy had not been impacted, could proof be provided, especially for the hospitality and youth sectors. Cllr Toye replied that it was a mixed view out there. It was not just about business rates, it was about the unequal playing field for VAT and the cost of employing staff. Assistance was being provided where possible on a case-by-case basis. In general terms, high streets were looking positive. The biggest challenge at the moment was persuading employers to take on apprentices and focus on growing their business. The Council remained committed in supporting local business and helping them find solutions to the challenges they were facing.

Cllr P Neatherway asked Cllr C Ringer about contingency plans were in place to ensure that Council services could continue to operate in the event of a serious cyber attack. Cllr C Ringer said that there were back-up servers based at Fakenham but he would IT to provide a more detailed response.

Cllr J Punchard asked the Leader, Cllr Adams for an update on 9 Norwich Street in Fakenham. Cllr Adams replied that he could not share a response at the current time as negotiations were ongoing and remained confidential.

111 QUESTIONS RECEIVED FROM MEMBERS

None received.

112 OPPOSITION BUSINESS

None received.

113 NOTICE(S) OF MOTION

The Chair advised members that there were two Notices of Motion. As thirty minutes was allocated for this item in total, he suggested that 15 minutes was allowed for each motion.

The Chair then invited Cllr A Brown to introduce the first motion:

Proposed closure of Corpusty School

Cllr Brown began by thanking residents of Corpusty for attending the meeting and showing their support. He said that Corpusty Primary School had been operating since 1881 and had survived economic depressions and two wars and had weathered declining pupil numbers before. It had taken Synergy Trust just 7 years to preside over a period of managed decline. The consultation in January 2026 was circulated to some local residents but not the local member.

He went onto say that Corpusty had the first neighbourhood plan in North Norfolk and the school was central to the community and additional housing had been planned around it. Without any detail from Synergy Trust regarding what they wanted to replace it with, it was hard to gauge future viability. The principal reason provided was falling pupil numbers but Cllr Brown felt that this was disingenuous. Governance appeared to be obscure. If it was accepted that the school was due to close, then the alternative options were Reepham or Gresham rather than Astley school which was much closer and had capacity.

Cllr Brown concluded by saying that although he acknowledged that education was not a responsibility of the District Council, members had a duty to try and understand what was going on at Corpusty school and what was being withheld. The vibrancy of the village depended on having an active school. He therefore proposed the motion.

The Chair invited members to speak:

Cllr L Shires said that as a parent of a child who had attended a small rural school, she was supportive of village primary schools. They were special to the young people who attended them and the communities around them.

Cllr J Boyle said she was concerned that when schools were closed in villages that had been earmarked for expansion, there were significant ramifications. The Council had worked hard to prepare a Local Plan and had allocated new housing in villages such as Corpusty due to the presence of a school. The wider impact of not taking a holistic approach was worrying.

Cllr C Ringer then spoke as seconder of the motion. He said that the primary school had stood at the centre of village life in Corpusty since 1881. The rhythm of daily life changed when schools closed and it should always be a last resort.

If falling numbers were the rationale for closure then more investigation was needed to explore all reasonable alternatives. Modest viability in one setting could relieve pressure in another. Holt Primary School was under significant strain at the moment and a more strategic approach to intake across local schools would be beneficial.

He asked if there had been meaningful engagement with NNDC at any point regarding projected housing growth in the village. As far as he could see there had not. Thirty eight new homes were planned in Corpusty, with the assumption that there was a school in the village.

To make a short-term decision now before those homes were built would undermine the very framework that had been put in place to protect the future of the village. The Academy Trust had played no part in shaping the Neighbourhood Plan or NNDC's Local Plan, which they could have been expected to have done if they really wanted to ensure the future viability of the school.

Cllr C Ringer said that now it had been confirmed that the County Council elections would take place in May 2026, any decision regarding closure of the school should be delayed until after the election. Norfolk County Council was responsible for strategic planning for education and it was only right that a newly elected authority with a democratic mandate had the opportunity to scrutinise, challenge and help shape decisions of this magnitude.

For a school that had existed for 145 years, allowing sufficient time for new housing to come forward, proper engagement and a newly elected County Council to consider the matter was not unreasonable. He seconded the motion.

The Chair asked Cllr Brown, as proposer of the motion, to close the debate.

Cllr Brown said that he agreed with Cllr Ringer's comments. The school had over 100 pupils in recent years and there had to be an explanation for the significant drop in numbers. More time was needed to fully explore this. he did not believe that the whole story was being told.

It was proposed by Cllr A Brown, seconded by Cllr C Ringer and

RESOLVED unanimously

1. To write to the DfE Regional Director for the East of England requesting:

- Intervention and review the decision to close Corpusty School
- A pause in implementation pending completion of:
 - A full Equality Impact Assessment under the Public Sector Equality Duty;
 - A rural and coastal access impact review;
- Clarification as to how the decision aligns with forthcoming legislative reforms to MAT accountability.

2. To write to Norfolk County Council's Cabinet Member for Education seeking:

- An explanation of how this decision aligns with Norfolk's strategic vision for 4-11 years education in North Norfolk;
- Details of alternative delivery models explored with Synergy MAT;
- Assurance that a coherent plan remains in place for continued Ofsted rated good schooling provision for displaced pupils at alternative schools.

3. To write to Synergy Multi-Academy Trust requesting:

- **Publication of the Trust's impact assessment:** including projected effects on participation, travel burdens and Free School Meal pupils over five years;
- **Explore Alternatives:** To instruct the Chief Executive to pursue the Trust for further information about viable alternatives to closure including engaging with Astley Primary School in Briston by potentially merging Briston and Corpusty school catchment areas. Further to explore possible combination with SEND children sharing the school premises;
- **Enhanced Consultation:** To conduct an independent Community Impact Assessment to fully understand the long-term social and economic consequences for the Corpusty and Saxthorpe area;
- **Management Audit:** To pursue a review of the Trust's performance in other schools within their federation and the auditing of financial accounts since inception.

The Chair thanked members and then invited Cllr L Withington to introduce the next motion:

Sheringham Sixth Form Provision and Post-16 Educational Inequality

Cllr Withington showed several slides setting out the reasons why removing A levels from Sheringham Sixth Form's curriculum from September 2026 would be detrimental to young people, the community and the local economy. She highlighted the likely impact on young people's ambitions and future earnings and how having to travel long distances to reach alternative sixth forms would lead to disengagement from their community. In addition, she spoke about Sheringham's growing creative & cultural economy which was embedded in tourism and how the reduction in creative arts subjects would reduce progression routes for young people. She urged the Government to give stronger local authority oversight of provision and responsibility for strategic development of educational opportunities and ensure alignment with national curriculum expectations.

Cllr C Ringer seconded the motion and reserved his right to speak.

The Chair opened the debate:

Cllr C Heinink said that as a teacher based in Sheringham, the loss of A level provision at the Sixth form was a disaster for families in the town and beyond.

Cllr P Neatherway said that he echoed the previous comments and said that in simple terms economy of scale should not justify policy.

Cllr V Holliday said that as the member for a neighbouring ward where many families were affected by the proposals, she was very supportive of the motion. Without the possibility of attainment at sixth form level, options for progression were reduced. Barriers should be lifted – not put in place.

Cllr A Fitch-Tillett said that as the grandparent of a child who was currently in year 9 at Sheringham school, she was appalled by the proposals to close the sixth form. Under the current plans, children at the high school would no longer be able to stay at their place of education and it caused anxiety and disruption.

Cllr J Toye said that it was important to access the data behind the proposals from the Academy Trust. It was vital that the right courses were provided in the right place and that decisions were not driven by some other mechanism. He supported the motion.

The Chair then invited Cllr C Ringer, seconder of the motion to speak.

Cllr Ringer said that in a rural, coastal district such as North Norfolk, access to post-16 education was not an optional extra it was essential infrastructure. Where a young person lived in the district already shaped what was available to them and by removing A level provision from Sheringham, that geographic disadvantage becomes even more entrenched. The impact rippled out beyond the entire high school catchment and beyond. In many communities, public transport was sparse and infrequent. By removing A levels for many young people, you were not just adjusting the curriculum balance, you were removing their practical route to academic progression all together. Ultimately this meant that access to A levels became dependent not on ability or aspiration but on family circumstances. Finance or just the postcode. Narrowing the academic offer, apparently in anticipation of a Government White Paper, the contents of which were not known, raised many questions.

Academic and vocational studies can and should co-exist and the motion did not seek to dictate curriculum design, it asked for transparency. It asked for a full assessment and accountability, a full equality impact assessment and a coastal access review. It requested an analysis of implications relating to participation, NEET levels and inequality and how this aligned with forthcoming legislative reform of multi-academy trust accountability because at the moment an academy trust could remove this provision without any consultation at all. These weren't unreasonable requests, they were the minimum the community should expect when decisions of this magnitude were made. North Norfolk already faced inequality, coastal and rural deprivation, lower than average wages, seasonal employment patterns, and transport limitations. If participation in post-16 education declines as a result of this decision, it would not be an abstract statistic, it would be young people's horizons narrowing. The proposals to remove A level provision from Sheringham could undo three decades of good work. He seconded the motion.

Cllr Withington said that she had nothing further to add as proposer of the motion.

The Chair then moved to the vote.

It was proposed by Cllr Withington, seconded by Cllr Ringer and

RESOLVED unanimously to

1. To write to the DfE Regional Director for the East of England requesting:

- Intervention and review of the decision to cease A-Level provision in Sheringham.
- A pause in implementation pending completion of:
 - A full Equality Impact Assessment under the Public Sector Equality Duty;
 - A rural and coastal access impact review;
 - An assessment of implications for participation, NEET levels and inequality.
- Clarification as to how the decision aligns with forthcoming legislative reforms to MAT accountability.

2. To write to Norfolk County Council's Cabinet Member for Education seeking:

- An explanation of how this decision aligns with Norfolk's strategic vision for 16+ education in North Norfolk.
- Assessment of the projected impact on participation, progression and NEET levels.
- Details of alternative delivery models explored with Synergy MAT.
- Assurance that a coherent 16+ sufficiency plan remains in place for Sheringham and surrounding communities.

3. To write to Synergy Multi-Academy Trust requesting:

- Publication of the Trust's impact assessment, including projected effects on participation, travel burdens, NEET levels and Free School Meal pupils over five years.
- A detailed explanation of the financial rationale for closure, including comparative data with other rural Norfolk sixth form, trends in numbers on roll since 2018, strategies undertaken to increase recruitment, and the evidence base supporting the proposed vocational curriculum as viable and

sustainable.

114 EXCLUSION OF PRESS AND PUBLIC

115 PRIVATE BUSINESS

The meeting ended at 9.04 pm.

Chairman

This page is intentionally left blank

COUNCIL
RECORDED VOTE FORM

Agenda Item: 13 Budget report - Amendment

Date: 18 February 2026

	For	Against	Abst		For	Against	Abst
Adams, T	X			Holliday, V	X		
Bailey, P				Housden, N			
Batey, M	X			Leith, K	X		
Bayes, K	X			Macdonald, R	X		
Birch, D	X			Mancini-Boyle, G			
Blathwayt, H	X			Neatherway, P	X		
Boyle, J	X			Paterson, L	X		
Brown, A	X			Penfold, S			
Bütikofer, S	X			Porter, P	X		
Cushing, C	X			Punchard, J	X		
Dixon, N	X			Ringer, C	X		
Fisher, P	X			Rouse, C	X		
Fitch-Tillett, A	X			Shires, L	X		
FitzPatrick, T	X			Taylor, M	X		
Fletcher, A	X			Tooke, E			
Fredericks, W				Toye, J	X		
Gray, M	X			Toye, K	X		
Hankins, M	X			Varley, A	X		
Heinink, C	X			Vickers, L			
Heinrich, P	X			Withington, L	X		

recorded votes form

This page is intentionally left blank

COUNCIL
RECORDED VOTE FORM

Agenda Item: 13 Budget report – Substantive Motion as amended

Date: 18 February 2026

	For	Against	Abst		For	Against	Abst
Adams, T	X			Holliday, V	X		
Bailey, P				Housden, N			
Batey, M	X			Leith, K	X		
Bayes, K	X			Macdonald, R	X		
Birch, D	X			Mancini-Boyle, G			
Blathwayt, H	X			Neatherway, P	X		
Boyle, J	X			Paterson, L	X		
Brown, A	X			Penfold, S			
Bütikofer, S	X			Porter, P	X		
Cushing, C	X			Punchard, J	X		
Dixon, N	X			Ringer, C	X		
Fisher, P	X			Rouse, C	X		
Fitch-Tillett, A	X			Shires, L	X		
FitzPatrick, T	X			Taylor, M	X		
Fletcher, A	X			Tooke, E			
Fredericks, W				Toye, J	X		
Gray, M	X			Toye, K	X		
Hankins, M	X			Varley, A	X		
Heinink, C	X			Vickers, L			
Heinrich, P	X			Withington, L	X		

recorded votes form

This page is intentionally left blank

COUNCIL
RECORDED VOTE FORM

Agenda Item: 13 Council Tax Setting

Date: 18 February 2026

	For	Against	Abst		For	Against	Abst
Adams, T	X			Holliday, V	X		
Bailey, P				Housden, N			
Batey, M	X			Leith, K	X		
Bayes, K	X			Macdonald, R	X		
Birch, D	X			Mancini-Boyle, G			
Blathwayt, H	X			Neatherway, P	X		
Boyle, J	X			Paterson, L	X		
Brown, A	X			Penfold, S			
Bütikofer, S	X			Porter, P	X		
Cushing, C	X			Punchard, J	X		
Dixon, N	X			Ringer, C	X		
Fisher, P	X			Rouse, C	X		
Fitch-Tillett, A	X			Shires, L	X		
FitzPatrick, T	X			Taylor, M	X		
Fletcher, A	X			Tooke, E			
Fredericks, W				Toye, J	X		
Gray, M	X			Toye, K	X		
Hankins, M	X			Varley, A	X		
Heinink, C	X			Vickers, L			
Heinrich, P	X			Withington, L	X		

recorded votes form

This page is intentionally left blank

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

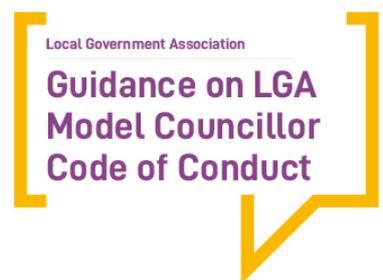
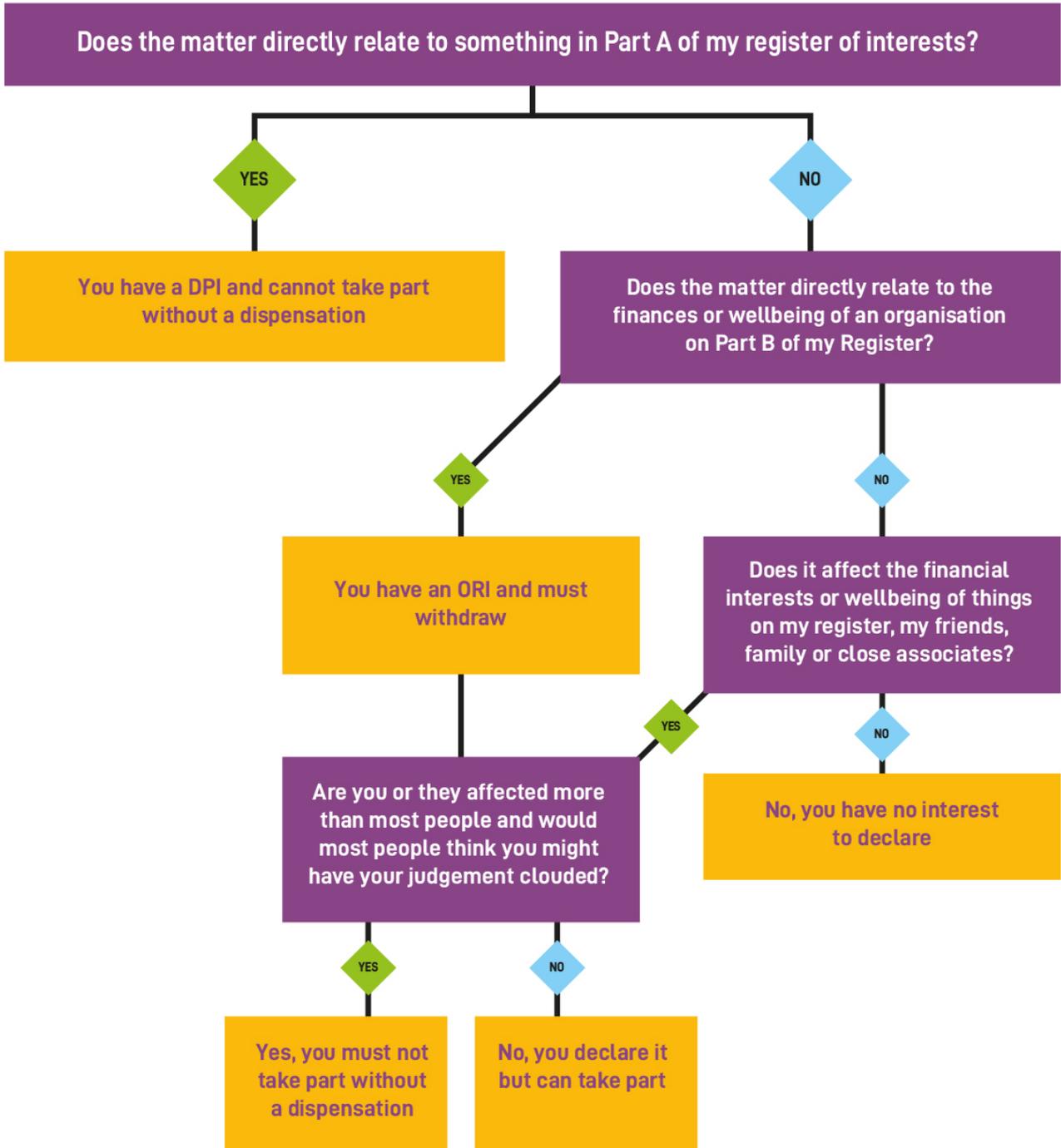
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
--	---

* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> (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)
--



CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

**COUNCILLOR ADAMS - CABINET MEMBER FOR STRATEGY,
COUNTYWIDE WORKING AND EXTERNAL PARTNERSHIPS,
PERFORMANCE, COMMUNICATIONS, HR AND LEGAL SERVICES**

For the period February to March 2026

1 Progress on Portfolio Matters.

Elections

The Electoral Services Team are now working towards the delivery of the Norfolk County Council elections on 7th of May. Following the Local Government Boundary Commission for England review which was completed in 2021 this election will be held on new divisional boundaries, these being the first County Council elections held since then.

Communications

It has been another bumper month for engagement on NNDC's social platforms. For the second month in a row, we have registered more than one million views of our postings on Facebook and added 505 net followers across all channels. We have also experienced strong engagement on Facebook, TikTok and Instagram.

The Communications team have supported officers with communications on the Coastal team's work on the Sheringham Prom void; Coastwise's funding and programme timeframe; projects at Happisburgh including the carpark relocation; election preparations; the O&S Committee's work on mobile connectivity; the budget; Fakenham leisure centre redevelopment and the Economic Development team's activities including the Inspiring North Norfolk and Annual Business Forum events.

The Communications team have also contributed to consultation exercises for car park charges and council tax.

We've been able to secure coverage from BBC, ITV, EDP, That's TV, the I-paper and The Telegraph with another strong month of positive media relations.

Democratic Services

The Council's eDemocracy YouTube Channel now has over 300 subscribers. Since the launch of the channel in 2020, over 27,000 hours of footage has been watched. We are working to improve the look and layout so that it is easier to find live-streams for key committees and access archived recordings. More information can be found here: [NND eDemocracy - YouTube](#)

Following consideration of the Budget at the Full Council meeting on 18th February, the committee workload is easing a bit and we are starting to look at setting work programmes for the year ahead.

A second training session for Licensing Committee members took place on 3rd March, focussing on premises licences.

Legal

The legal team continues to support the wider council to fulfil its statutory responsibilities under Freedom of Information and Data Protection legislation and all Information Governance matters. Performance for responding to statutory requests for information is at or above 95%.

The legal team are working with other support services to develop more online facilities for the public in respect of making requests for information.

The legal team are actively engaging with the LGR process and planning.

The legal department continues to successfully recover, via legal routes, large sums of council and business rates arrears, supporting the success of the Revenues team. The most recent being recovery of £25,000 of longstanding arrears from one individual. This is in addition to the day-to-day support obtaining charging orders and securing those on properties.

The legal team continue to provide support on some longstanding empty properties to enable them to be brought back to use.

The legal team are significantly involved in moving the FLASH project forward, dealing with all legal aspects including contract negotiations and property transactions.

The legal team are involved in supporting the implementation of new legislation, notably the Renters Rights Act 2025, which is considered the most significant overhaul of the private rented sector since the Housing Act 1988, introducing sweeping reforms to abolish no fault evictions, fixed term tenancies, anti-discrimination measures, improved standards and a host of new enforcement powers and duties to deal with private landlords who are in contravention.

Human Resources

Activities have taken place over the last couple of months to celebrate both National Apprentice Week (9 – 15 February 2026) and International Women’s Day (8 March 2026).

Members of the team are working with colleagues across Norfolk in data gathering and the identification of key issues, terms and conditions, workforce and union engagement in the context of LGR.

2 Forthcoming Activities and Developments.

Communications

The team has made good progress with preparations for the celebration of Cromer Pier’s 125th anniversary, including constructive conversations with key stakeholders.

We continue to make progress collaborating with Norfolk Screen on our film production outreach and pursuing opportunities to promote North Norfolk as an attractive location for projects which deliver a boost to the local economy and increase the district’s visibility and reputation.

Human Resources

Work is ongoing to update NNDC policies and procedures in line with the legislative changes required in the Employment Rights Act 2025.

3 Meetings attended

Meetings:

- Integrated Care Board
- Leaders of other Councils
- Anglian Water

Upcoming

- Royal Navy
- RWE
- Multiple Internal Meetings

Attended:

- “Everyone Has a Right to Play” event at Thursford

This page is intentionally left blank

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

COUNCILLOR HARRY BLATHWAYT - CABINET MEMBER FOR COAST

For the period February to March 2026

1 Progress on Portfolio Matters.

Coastwise

- Construction continues on the replacement Happisburgh Car Park.
- Significant progress has been made in the development of the Coastal Homes Assurance Scheme, which is hoped to be progressed through the recently announced Coastal Adaptation Pilot.
- Investigations into understanding the potential for insuring homes at risk of erosion have been completed.
- Happisburgh Church Digital Heritage project was launched with a public event. The building recording has been completed.
- A protocol for decommissioning coastal management assets has been completed. This will be incorporated into wider coastal asset management procedures.

Overstrand

- Notices under the Coast Protection Act, have been placed in the EDP and North Norfolk News in, a procedural requirement of the funding for the refurbishment of Overstrand sea wall. This consultation period has now been completed, there have been no objections regarding the works.
- Consultants have prepared the documentation for the scheme, including environmental assessments, which have been submitted to Planning under notification procedures related to permitted development rights, awaiting outcome.
- The Consultants have submitted the final design. The coastal team are now in the process of progressing with the construction tender.
- Tender procedures for purchasing sheet piles have been completed and the team are now reviewing the information.

Repairs and Maintenance

- The void that was discovered under the promenade to the east of Sheringham has been filled and the structure therefore declared safe again. The Coastal Engineer explained the issues and the solution at the recent Coastal Forum meeting. The work has gone according to plan, and the promenade will have been re-opened by the time of the meeting. Monitoring of promenades and sea walls elsewhere for potential voids continues.
- Windblown sand clearance has been undertaken at some locations along Bacton and Walcott frontages.
- Floodgate inspections have been undertaken.

Other

- Input has been made into LGA Coastal Special Interest Group's response to National Planning Policy Framework consultation in relation coast risk management.

2 Forthcoming Activities and Developments.**Coastwise**

- Demolition of vacated properties in the immediate erosion risk area will commence following UK Power network disconnections (dates to be confirmed).
- Coastal Erosion Transition Plans for settlements along the coast will be shared soon with those communities for consideration. Following this, further dialogue will take place in the hope that the plans will be adopted by communities and that they will inform future actions to assist in community adaptation.
- The government has announced the Coastal Adaptation Pilot that will supercede the Coastal Transition Accelerator Programme which currently funds Coastwise. Details are being prepared and it is expected that this will enable the extension of Coastwise to March 2029, an increase in overall budget and approval for a wider scope that can enable further support to homes at erosion risk.

Overstrand

- Tendering for the construction contract will commence shortly.

Repairs and Maintenance

- Repairs to aids to navigation will be ongoing.
- The reinstatement of the timber revetment and plant bays on Mundesley beach will be undertaken as soon as the weather permits – these were removed to facilitate the coast protection scheme, completed last year.

3 Meetings attended

Date February	NNDC	Broads Authority	In Person	Virtual	Description
2 nd	X		X		Cabinet and Business Planning
3rd		X		X	Chairs Briefing
4th	X		X		Training
13th		X	X		Full Board
18th	X		X		Full Council
23rd	X		X		Cabinet Pre agenda
24th		X	X		Risk, Audit and Governance
25th	X			X	Portfolio Meeting
25th	X			X	LGA Coastal Sig elected members
25th		X		X	Chairs Briefing
26th	X			X	Norfolk Coastal Partnership briefing

CABINET MEMBERS REPORT TO COUNCIL

February 2026

COUNCILLOR JILL BOYLE - CABINET MEMBER FOR PEOPLE SERVICES

For the period up to 28th February 2026

1 Progress on Portfolio Matters.

Benefits

Caseload (February)

During February, there were no significant changes to the caseload compared to the previous month. The reduction in Housing Benefit (HB) claims has eased following the migration of working age households to Universal Credit coming to an end.

The number of households receiving Council Tax Support (CTS) can fluctuate over time. The Council undertakes targeted take-up campaigns to encourage eligible households to apply, helping to maximise income and ensure that residents receive the financial support to which they are entitled.

Alongside this, targeted reviews are conducted to identify and correct instances of fraud and error within the system, which can result in the removal of ineligible claims. Additionally, natural changes in household circumstances can lead to some residents no longer qualifying for support.

Caseload data for the period is presented in the table below.

	January	February	Difference
Housing Benefit only	236	221	-15
Housing Benefit & Council Tax Support	1,954	1,959	+5
Council Tax Support	4,791	4,798	+7
Total number of cases	6,981	6,978	-3

Workloads and Speed of Processing (SOP) Times (February)

The table below illustrates the Council's processing times for February. The local target is **16 days** for processing new claims and **10 days** for processing changes in circumstances.

The service continues to prioritise changes that affect Housing Benefit to minimise overpayments. This approach helps to reduce the financial impact on customers, prevent potential losses in Housing Benefit subsidy, and avoid the need for costly recovery action.

In February, the team experienced a 30% decrease in the number of new claims received compared to the previous month and a 10% decrease in the number of changes in circumstances. Historic trends see reductions in the volume of work at this time of year, but workloads will then start to increase again as customers start to report changes to their income from 1st April 2026.

Change in circumstances speed of processing improved during February, whilst there were no significant changes in the speed of processing performance for new claims. Where performance is lower this has been primarily attributable to increased workloads and lower staffing levels.

	Number received in February	NNDC number of days to process (February)
New claims HB	133	5.70
New claims CTS		6.20
Changes in circumstances HB	8,453	3.00
Changes in circumstances CTS		19.80

Discretionary Housing Payments

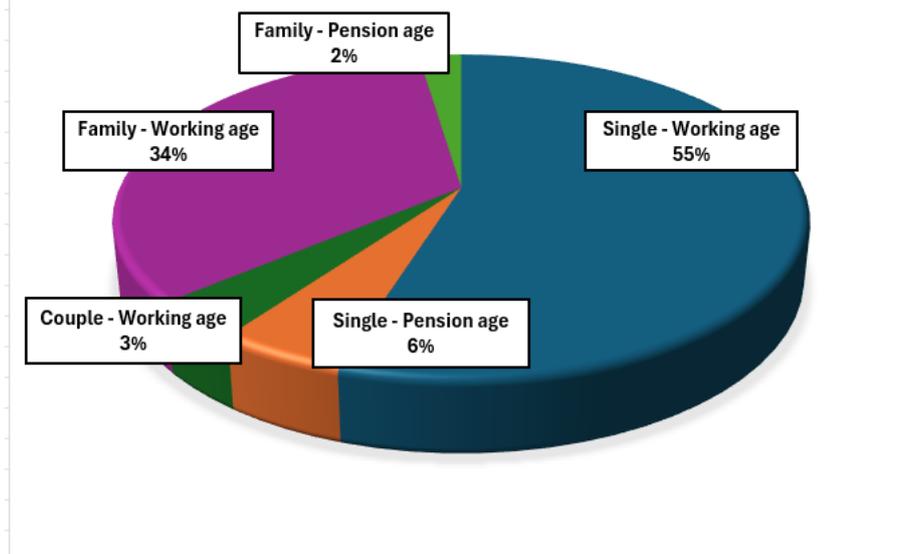
We continue to administer Discretionary Housing Payments (DHP) to support tenancy sustainment, homelessness, and to support people to stay within the community.

For 2025/26, North Norfolk has been allocated funding of £103,037.00, and up to 28th February 2026 we have spent 95% of our allocation across 105 households. It is anticipated the full grant will be spent by the end of the financial year.

A breakdown of how the expenditure has been allocated across the 105 households can be seen below.

Household Type	Number of Households paid	Expenditure across households
Single - Working age	55	£ 53,634.57
Single - Pension age	6	£ 4,963.93
Couple - Working age	5	£ 3,774.70
Couple - Pension age	0	£ -
Family - Working age	36	£ 33,057.41
Family - Pension age	3	£ 2,301.58
Totals	105	£ 97,732.19

TOTAL EXPENDITURE PER HOUSEHOLD TYPE



Payment Plan

The Benefits team have teamed up with PaymentPlan to provide residents with a more flexible way to pay Housing Benefit debt. PaymentPlan allows the customer to set their own payment plan through the PaymentPlan website or through an App. <https://www.paymentplan.co.uk/>

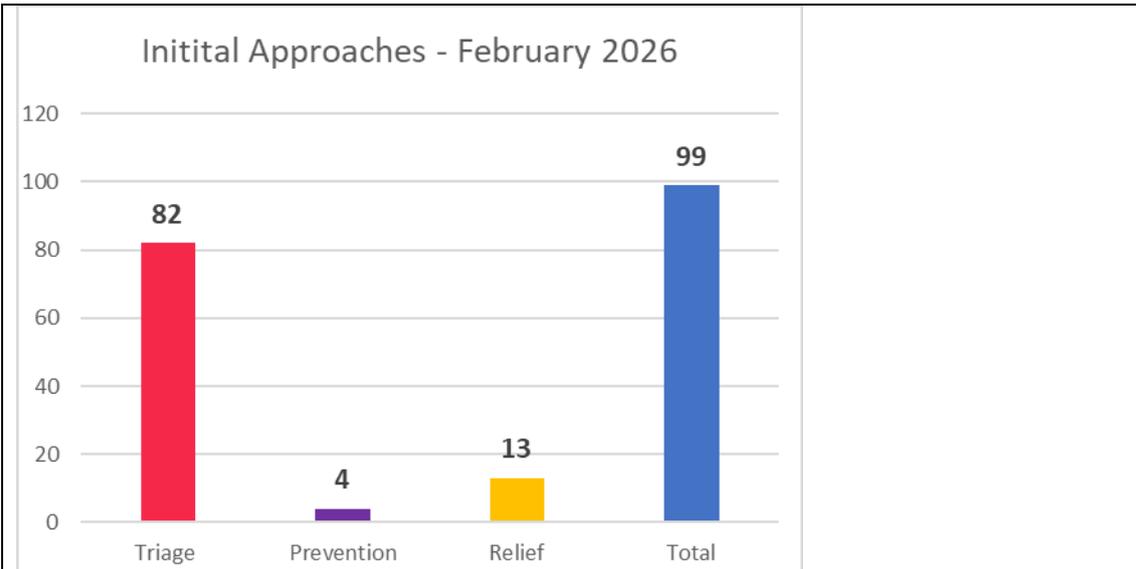
Housing Options and Homeless Prevention

Your Choice Your Home

The scheme contains a priority banding system to ensure that households who are eligible and qualify to join are placed on the housing register according to their housing need and complies with the reasonable preference categories outlined in s166A (3) Housing Act 1996, as inserted by s147(4) Localism Act 2011.

The band range from A-E with A being the highest priority, and band E reflects applicants who have limited need but are seeking specific housing, such as local lettings or age restricted properties.

The tables below reflect applicants who are eligible and qualify to join the register under the rules and details their priority (banding) and bedroom need (table 1). Table 2 details the homes that have been let during the month by property size and banding.



Assessment of approaches during February 2026

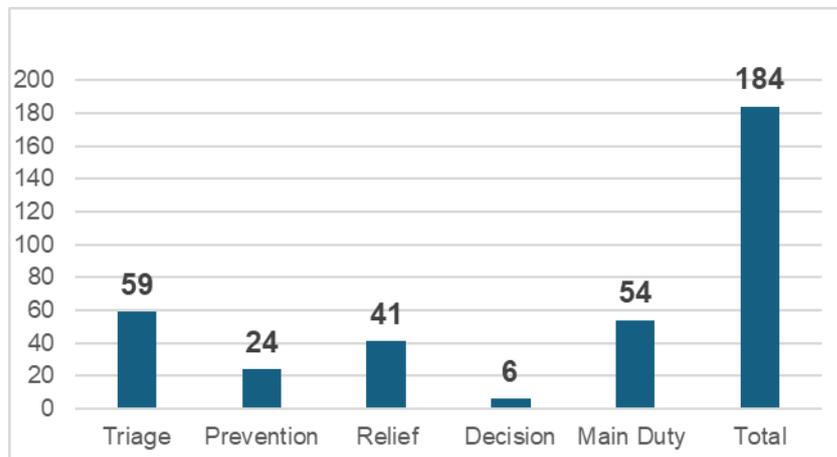
Causes of Homelessness

The most common triggers of homelessness/loss of last settled home during the month were:

- End of private tenancy (AST) 29%
- Relationship breakdown 24%
- Domestic abuse 12%
- Family/friends now longer able to accommodate 12%

Open Cases

On the 28 February 2026 there were 184 open cases.



Open case status as of 28 February 2026

Outcomes of homelessness duties 01 April 2025 to 28 February 2026

Outcomes of homelessness prevention duties:

Of the 150 households whose prevention duty ended in the period (April 2025 to February 2026) 54% (81 households) secured (existing or alternative) accommodation for 6+ months and 31% (47 households) could not have their homelessness prevented. Other reasons why cases are closed included contact being lost and applicant withdrawing their application.

Outcomes of homelessness relief duties:

Of the 310 households whose relief duty ended in the period (April 2025 to February 2026) 20% (63 households) found secure accommodation and 65% (202 households) were still homeless. Other reasons why cases are closed included contact being lost, applicant withdrawing their application or becoming intentionally homeless from the temporary accommodation provided to them.

Outcomes of homelessness main duty assessments

If we have tried to help a household through the homeless prevention and relief stages but they are still homeless, we must make a final decision on their case. This is called issuing a statutory homeless or main duty decisions.

The help offered will depend on the decision that is made.

- **Eligible, unintentionally homeless and in priority need (main housing duty).** We will have a duty to find the household a permanent home. If we have already provided temporary accommodation, this will remain in place until we find a suitable home. If we have not already provided temporary accommodation, we will provide it if needed. We will not owe the main housing duty if someone has refused a suitable offer of accommodation that was made at relief duty, or we ended the relief duty because of someone's refusal to co-operate with us.
- **Eligible, in priority need but intentionally homeless.** We will not have a duty to find a permanent home. We will offer advice and assistance regarding finding accommodation.
- **Eligible, homeless but not in priority need.** We will not have a duty to find a permanent home. We will offer advice and assistance regarding finding accommodation.
- **Eligible but not homeless.** If we find that you are not homeless, no further assistance will be offered.

Where a relief duty ended between 01 April 2025 and 28 February 2026 the following decisions were made:

Homeless + priority need + unintentional	147
Homeless + priority need + intentionally homeless	10
Homeless + no priority need	43
Not Homeless	2
Total	202

Ending a Main Housing Duty

Where a local authority has accepted a main housing duty to an applicant, Section 193 accommodation duty arises. This requires the local authority to ensure that the applicant has access to suitable temporary accommodation until the applicant is rehoused and the section 193 duty is discharged.

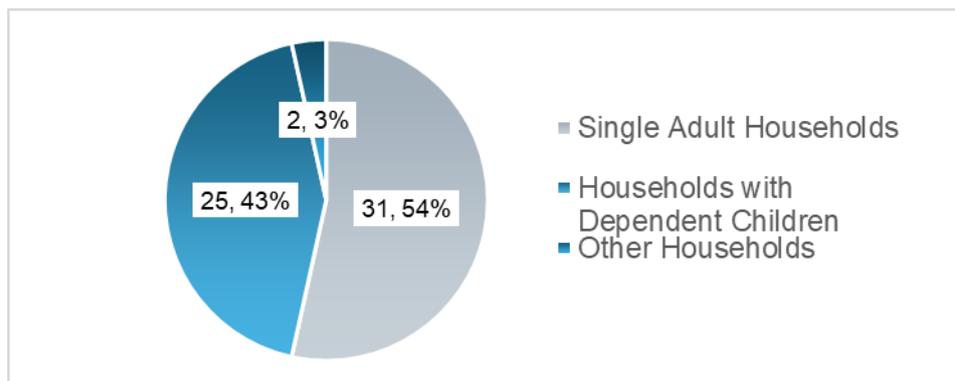
This duty can be brought to an end in the following ways:

- An offer of suitable accommodation is accepted (this could be an offer of private rented or social housing)
- A refusal of suitable accommodation
- A refusal of temporary accommodation
- The customer ceases to be eligible for housing assistance
- The customer becomes intentionally homeless from temporary accommodation provided to them
- The customer ceases to occupy any temporary accommodation that has been provided to them

Between 01 April 2025 and 28 February 2026, 139 main duty cases have been closed with 114 (82%) of applicants securing social housing, 8 (5%) securing private rented accommodation. Other reasons why applications are closed include applicant withdrawing their application, becoming intentionally homeless from temporary accommodation or refusing a suitable offer of social housing.

Temporary Accommodation

On the 28 February 2026 there were 58 households in Temporary Accommodation. Households with dependent children made up 43% of placements and included 59 dependent children.



Snapshot of Households in Temporary Accommodation 28 February 2026

The table below looks at households by temporary accommodation placement type. 38% of households were in temporary accommodation owned by North Norfolk District Council.

Nightly paid, privately managed accommodation (Shared facilities)	15
Nightly paid, privately managed accommodation (Self-contained)	17
Accommodation within NNDC stock	22
Accommodation within registered provider stock	4
Total	58

The table below looks at temporary accommodation numbers taken as a snapshot at the end of each month and provides a comparison with the previous year.

	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
2025-26	64	62	59	54	54	60	63	64	60	58	58
2024-25	57	60	57	51	52	53	61	60	60	65	67

Rough Sleeping

During the month of February (at various points in time) 8 people were reported/verified as sleeping rough in North Norfolk. At the end of the month, 6 people remain sleeping rough in the district.

[Housing Strategy](#)

Temporary Accommodation

The Council now holds 30 units of Temporary or other homeless accommodation (including five units of move on accommodation for ex-rough sleepers). The demand for TA continues and, with funding from Government's Local Authority Housing Fund grant (£588k) and Second Homes Council Tax Premium, we will purchase seven units of homeless accommodation in 2025/26. The LAHF was originally intended to deliver four homes, but we have increased this to seven through use of additional funding from Second Homes Council Tax. Five of these homes have already been purchased (included in the 30 above) and are now in use. Two further homes have been identified and purchases should complete shortly.

We await confirmation from MHCLG of the level of LAHF grant we will receive for 2026/27. The grant will enable us to purchase at least 4, but hopefully if we receive the higher grant award, 6 further homes for TA.

New Affordable Homes

We have a healthy affordable housing scheme pipeline, many of which are 'rural exception' housing sites at various points in the development process. There are twenty developments which are on site, have planning approval or are at an advanced planning application stage. These sites will deliver more than 650 new affordable homes. There are a further 12 earlier stage projects where we are expecting planning applications or have available land which is being explored for development – and project the delivery of over 200 new affordable homes on these sites.

Current schemes include the following:

- An innovative development is in early stages in Mundesley, with collaboration between NNDC, Flagship Housing Association and Mundesley Bowls Club, to create an all-affordable housing development in the centre of the village with approximately 11 new homes.
- Flagship housing Association have submitted a planning application for 9 affordable homes in Pudding Norton at Green Lane.
- Blakeney Neighbourhood Housing Society continues to work in partnership with Broadland Housing Association to deliver 8 affordable homes. The planning application has now been submitted and is expected to be determined soon.
- In Walcott, 23 new affordable homes are in the last stages of building work, with properties currently being advertised and allocated to successful new tenants. The site will be fully complete in early March.
- In Bacton, 47 new affordable homes are in an advanced build stage, 19 of which are for sale as Shared Ownership. These are currently being marketed with overall site completion expected in May 2026.
- In North Walsham, planning permission has been fully approved to build 54 affordable homes on the former sports ground on Station Road, also known as Paston Field. It is hoped that building will commence in the summer.
- Building of the 61 extra care apartments in Stalham is progressing well and we expect a start on site soon for the 34 affordable homes on the adjoining land.
- Swanton Novers – Community Land Trust project is progressing well with expected completion of 7 new rented homes in late Spring.
- In Wiveton, local residents and Parish Councillors met with Broadland Housing Association, to view a proposed site in the village and discuss the possible option of an exception housing site for local people.

71 new affordable homes have completed so far this year, and we expect a total of 94 new affordable homes to complete in 2025/26.

Other Issues

Option agreements with Flagship or Broadland Housing Association are being drafted by Eastlaw for Highfield Road in Fakenham, land behind

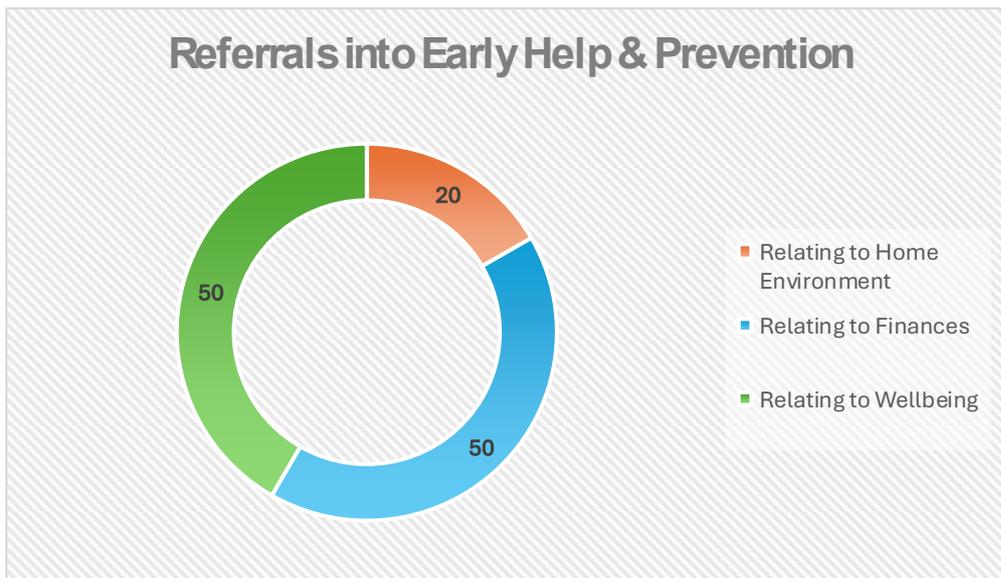
Mundesley Bowls Club and adjacent to the existing exception housing scheme in Edgefield.

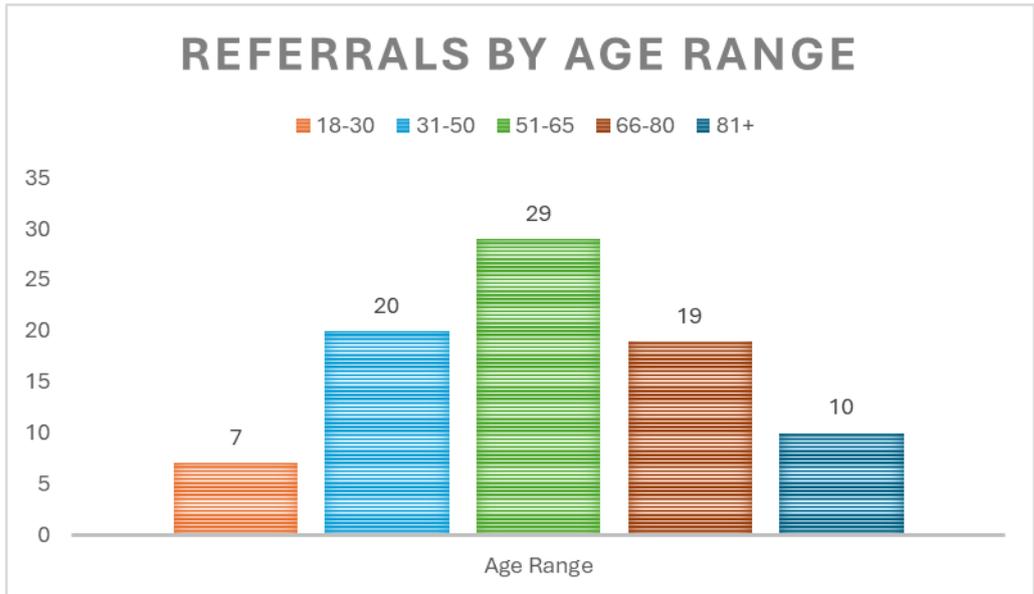
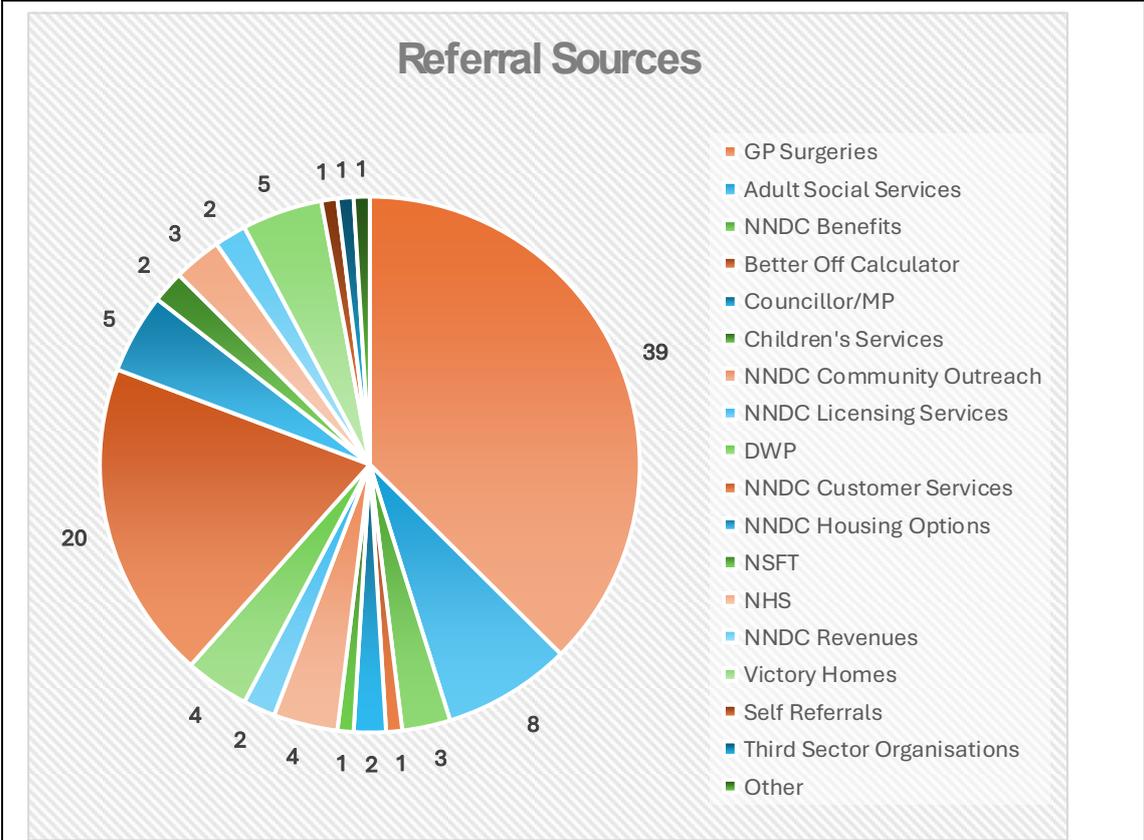
We have received a response from Flagship Housing Association after raising concerns about the number of homes they are disposing of – there are now 48 homes where disposal has taken place or has been agreed this financial year already. A meeting is now being arranged.

[Social Prescribing](#)

Early Help and Prevention

TOTAL REFERRALS RECEIVED: 104





Social Prescribing Case Study

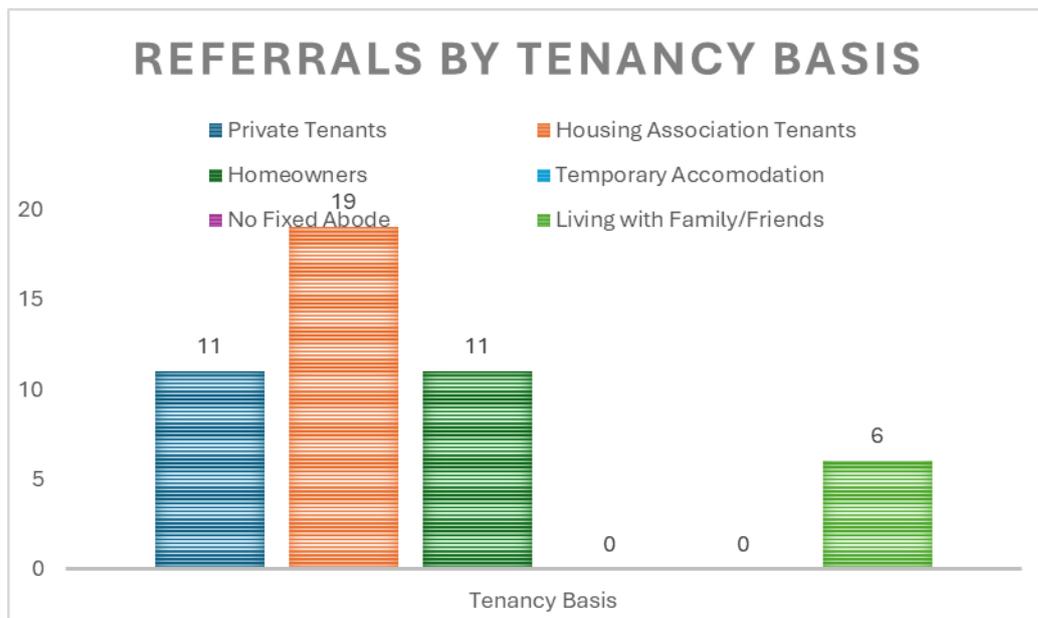
Mrs F is retirement age and has become very isolated. She was rarely leaving her property in recent months due to losing her confidence with new road layouts into town for her to negotiate with her mobility scooter. Mrs F is living in a 1-bedroom property. Her daughter has been sofa sleeping on her sofa, this has impacted Mrs F's mental health as she felt that she never had space for herself. Mrs F is unable to walk without a

frame and is having carers in each day to assist with personal care.

Mrs F loves being in her garden, but sadly this has become overgrown and inaccessible, which has also had an impact on her low mood.

The Social Prescriber has worked with Mrs F on building her confidence. She has connected her with a local good neighbour scheme who will be assisting her with accessing town and social opportunities. The good neighbours will also assist with getting the garden back to a manageable state so that Mrs F can access it safely and enjoy her space again.

A Social Prescriber continues to work with Mrs F's daughter to assist with finding her own accommodation, which will benefit not only Mrs F's daughter, but Mrs F herself, by returning her private space.



Number of Referrals where children live in the home:

12

Food Support:

Foodbank Vouchers

Issued: 21

Supermarket Vouchers

Issued: 11

Energy Bank:

Referrals Made/Support

Provided: 6

During the last 3 months, members of the team have been attending events in the community. The events attended have been Toasty Toes at North

Walsham and Cromer Library, North Norfolk Foodbank Core in Mundesley, PositiviTea at Fakenham Market and Healthier Aldborough.

At these events the team have been able to meet members of the public, provide them with advice and raise awareness of our team and the support that we can offer. The team have also been able to network with other services attending the events, finding out more about what they do and what is available to our customers and promoting our service to them.

Homes For Ukraine

There are currently forty-eight Ukrainian guests being supported in North Norfolk, of which thirty-two are adults and sixteen are under the age of eighteen. These guests are accommodated by over 21 host arrangements.



During February, our Ukrainian Support Officer has been supporting guests and families with making application for visa extension, council tax support and tenancy support.

Our Ukrainian Support Officer continues to complete initial and review welfare visits, helping with applying for visa extension permission scheme, housing applications, council tax support application, tenancy support, etc. In addition, the officer also investigates potential visa fraud cases as provided by NCC.

In cases of breakdown in relationship between hosts and guests, the officer liaises with both sides to make sure that the process of relocating guests is done in a timely and coordinated manner.

The Government announced that Ukrainian Permission Extension Scheme will be extended by a further 24 months. This means eligible Ukrainians and their family members will be able to remain in the UK for up to a maximum of three and a half years under the Ukrainian Permission Extension Scheme, in addition to time already granted under earlier Ukraine visa routes.

IHAT

The Council has a statutory duty to provide financial assistance to those who qualify for a Disabled Facilities Grant (DFG) to contribute towards adaptations which help them to safely access their home and the facilities within it.

The funding is provided as a capital grant from the government via the Better Care Fund. Total budget made available for DFG Adaptations & Discretionary grants for 2025/26 is **£1,828,729**. An additional £118,000 has also been made available for the 2025/26 financial year.

The actual spend to date, including partially completed adaptations against the budget is **£1,075,860.99** in mandatory DFG's and **£104,516.34** in Discretionary Grants. A total of **£787,298.38** is outstanding in approved grants and committed funding to date for an additional 62 mandatory DFG approved grant applications (Not inc. Discretionary grants)

Discretionary grants breakdown to date:

Grant Type	Total
Minor Adaptations	34
Architects fees	24
Forget me not	2
Top up	3
Fast track	2
Contribution	1
Home repairs	6
TOTAL	72

A breakdown of the DFG outcomes.

103 Adaptations have been completed to date for 2025-2026. A breakdown of the distribution of characteristics is shown below.

Age distribution

Age	Total	% of cases
>17 YEARS	5	4.9%
18-65 YEARS	37	35.9%
66+ YEARS	61	59.2%
Total	103	100.0%

Tenure

Tenure	Completed cases	Total spend
RSL	64	£547,624.71
OO	33	£279,940.19
PR	6	£60,630.81
OTHER	0	0.00

Types of adaptations completed

ADAPTATION TYPE	TOTAL	PERCENTAGE
Bathroom	67	47.5%
Sensory room	0	0.0%
Ramp	35	24.8%
Stairlift	18	12.8%
Bedroom or living room	1	0.7%
Indoor/outdoor adaptation	16	11.3%
extension/conversion	0	0.0%
Lift	0	0.0%
Widened doors	1	0.7%
Kitchen	3	2.1%
TOTAL	141	100.0%

Referral route – completed adaptations

Organisation	Total
Social services	60
NNDC	40
Community health	2
OTHER	1

2 Forthcoming Activities and Developments.

3 Meetings attended

Cllr Boyle attended the following meetings:

Accommodation Forum HM Prison & Probation service
Cabinet
Full Council
Habiteg Housing: Homes for everyone
LGE: A National Plan to end homelessness
Portfolio Holder Meetings
Licensing Training
Vodafone/Three Mobile Connectivity
Bromford/Flagship disposal discussion
Cromer Neighbourhood Police Meeting
Town of Culture bid meeting with Sheringham
Building Cohesive Communities, Elected Members
Carer's Voice Norfolk & Waveney Partnership

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

COUNCILLOR ANDREW BROWN - CABINET MEMBER FOR PLANNING AND ENFORCEMENT

For the period February to March 2026

1 Progress on Portfolio Matters.

Planning Development Management

The first **Development Committee**, since adoption of the Council's new Local Plan, took place on 19 February 2026. This included approval of an allocated housing site at Holt (PF/24/2530), a scheme for a replacement dwelling in Cley (approved), a matter concerning replacement windows in a listed building in Holt (both refused), a dog walking field in Thursford (approved) and a house extension in Walcott (refused). All decisions were made in accordance with the officer recommendations save for the scheme at Thursford which was conditionally approved notwithstanding objections raised by the highway authority.

The Council's **Constitution** was updated in March 2026 following agreement by the Council's Monitoring Officer in relation to suggested amendments proposed by the Development Manager and Assistant Director for Planning. The key amendments relate to "Determination of Planning and Listed Building Applications" in Chapter 6 of the Constitution (page 94 onwards). The purpose of the change is to ensure clarity as to which cases need to come before Development Committee and which can be delegated to Officers. Additional notes have been added to aid clarity. As a general guide, if members wish to call applications to Committee for determination then they can do so at any point up to 7 days after the end of the public consultation period (provided planning reasons are supplied). After this point, Officers will only contact Local Ward Cllrs if Officers wish to make a decision which is contrary to the most recent written view of the Town/Parish Council. Further training on the Constitution and Planning is being arranged (likely as a short Teams event) which will be open for all members to attend.

In terms of **Planning Performance** (Speed and Quality), this is still being maintained well above national targets with 24 month performance to the end of 2025 standing at 97% within time for Majors and 95% within time for non-major applications. The Council's appeals record remains exceptional. Nonetheless, positive steps are being taken in terms of workload management to ensure excellent performance can continue to be maintained with increased workloads.

Planning Policy

It's been a busy start to 2026 with the team providing **support for Development Management colleagues** and developers in the interpretation and application of the new Local Plan policies. Work continues on a number of explanatory guidance documents which will set out compliance requirements and assist in the step change required to implement the Local Plan policies.

Cabinet reports were approved on 9 March, delivering the Council's first ever Biodiversity Duty Report and advising of the Governments expectations, timelines and legislative changes around commencing the Local Plan review.

The team have provided support and input into emerging **Neighbourhood Plans** (NPs), policies for both Trunch and Tunstead and are currently formally reviewing Tunstead's emerging NP which has now reached Regulation 14 stage and is out for public consultation.

The **Annual Monitoring Report** is being advanced with the incorporation of additional retail monitoring.

The **Brownfield Register**, which provides information on previously developed sites considered suitable for residential development, has been updated in line with the Governments latest Data Standard so that it provides a historic record of all sites featured on the Register, including where they are no longer suitable for inclusion (e.g. when they commence construction). Alongside this, the Brownfield Land Register webpage and Web Map have been updated to reflect the changes.

Custom and self-build Housing, the team has conducted a full review of the Council's legislative requirements and processes and set out improvement of monitoring processes in order to clarify the precise level of demand for custom or self-build housing in North Norfolk, and how the Council is meeting its duty to grant sufficient permissions to meet the demand. The review, including emerging new guidance, will ensure a more robust position is in place to ensure a consistent approach is followed in order to support officers and Members in determining such applications in the future.

Building Control

Building Control fee scheme and Building Safety Level documents completed. Final internal audit recommendations completed. The team are performing well with all performance measures being delivered above target.

Enforcement

The Enforcement Team have had busy start to the year opening 81 cases so far this calendar year. With an average of 90 cases opened per quarter, it is anticipated that we will surpass this number by the end of March, indicating an upward trend in incoming cases. So far this year, the team has successfully closed 51 cases, and we currently have 226 open cases. Our goal is to reduce this number to approximately 200 cases by Easter, reflecting our commitment to managing our workload effectively.

In the first three months of the year, the team has issued three Enforcement Notices, addressing issues such as an unauthorised fence, the installation of uPVC windows in a conservation area, and an unauthorized extractor unit. Additionally, there are eight further Enforcement Notices scheduled to be served in the upcoming weeks.

The review of the condition monitoring process will be undertaken at the end of March, with ongoing proactive monitoring remaining a priority.

2025 Statistics

Total Opened cases 366

Total Closed cases 325

Enforcement Notices served 19
Breach of Condition Notices 1
Section 215 Notice 1
Listed Building Notices 2
Planning Contravention Notices served 10

2026 Statistics

Total Opened cases 81
Total Closed cases 51
Current Open cases 224
Number of Enforcement Notices served 3
Number of Planning Contravention Notices served 3

Conservation Design and Landscaping

At its meeting on 9 March, Cabinet endorsed the publication of the Council's first Biodiversity Duty Report. This is a recently introduced statutory duty under the Environment Act 2021 and will become a regular requirement moving forward.

The report sets out and evidences the Council's approach to conserving and enhancing biodiversity and details its strategies, policies, objectives and actions for delivering biodiversity enhancements during the next three-year period (1st January 2026 - 31st December 2028).

Planning Support

The new Section 106 officer is progressing well, familiarising herself with the software and developing processes, including 'best practice'. In addition, several of the audit recommendations have been actioned with a plan for completion of the recommendations in the next few months. An additional part-time resource has been secured which aims to support the Section 106 officer with administration tasks moving forward and give greater resilience (an audit requirement). The team are currently working with other officers across the Council to put in place improved practices for sharing information regarding developments.

The Open Digital Planning (ODP) project will soon successfully complete, with the Council fulfilling the requirement to make data sets available for national use. These include: Listed Buildings, Article 4s, Conservation Areas and TPOs. This MHCLG funded project has also covered additional digital training for both Planning and IT staff, software to enable automated updating of data and software to enable Planning to better manage its documentation and GDPR compliance. This fund (£50k) has also enabled the backfilling of a post to focus delivery on improving access to planning data through PowerBi dashboards. This has already allowed customer services and improved access to information to better inform customers, is an excellent management tool and should reduce the need for as many licences in the future.

2 Forthcoming Activities and Developments.

Development Committee 19 March 2026

3 Meetings attended
February 19 Development Committee 19 Planning Portfolio meeting 23 Pre Cabinet and Business Planning March 2 Anglian Water Workshop meeting 3 Licensing Training session 3 Melton Constable PC 9 Cabinet and Business Planning 16 Edgefield Pc 17 Stody PC 18 Thornage PC 19 Development Committee and Planning Portfolio meetings 25 Full Council

CABINET MEMBERS REPORT TO COUNCIL

25th of March 2026

COUNCILLOR RINGER - CABINET MEMBER FOR IT, WASTE AND ENVIRONMENTAL SERVICES

For the period for February 2026

1 Progress on Portfolio Matters.

Civil Contingencies

Updates have been provided to committee members regarding the progress on actions from December GRAC meeting re wildfires and mobile connectivity. The Safety Advisory Group Documents review is underway this ensures future-proofing re Martyn's Law and Local Government Reform, revised terms of reference, notification form and event management plan template. Incident response coordination re Spring tides, severe weather, power outage, suspected Unexploded Ordnance at Overstrand.

Environmental Protection

The team are preparing for the implementation of the latest Public Space Protection Orders with a review of the Dog Signage. Following investigation and appropriate legal action two abandoned vehicles have been removed from the District. There are three long term absences in the team, however additional resource has been arranged.

04/03/2026

EP Stats: Monthly

	Total	Jan 2026	Feb 2026
Total	329	167	162
Enviro Crime	109	59	50
HHSRS	13	6	7
Housing Complaints	46	17	29
Nuisance	87	40	47
Planning Consultations	53	30	23
PWS Sampling	21	15	6

Public Protection

The Licensing team hosted a taxi and private hire conference in the Chamber on 2 March. The event was well-received and a follow up virtual event is scheduled online for those who could not attend in person. The Police provided road safety updates and advice on safety checking of licensed vehicles. Economic Development provided small business support information and the team was on hand for questions afterwards. The event focused on recent updates to the policy and working with the trade to raise standards with public safety as the key theme.

	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Total
Adult Gaming Centre	0	0	0	0	0	0	0	1	10	0	0	11
Animal Activities	3	2	2	3	2	1	1	1	0	2	2	19
Betting Premises Non Track	0	0	0	4	0	1	0	1	0	0	0	6
Betting Premises Track	0	0	0	0	0	0	0	3	2	0	0	5
Camping Site	0	0	1	0	0	0	0	0	0	0	0	1
Campsite Class BC	1	0	0	0	0	0	0	0	0	0	0	1
Caravan Residential Site	0	0	0	8	0	0	0	0	0	0	0	8
Caravan Site	0	0	0	0	0	3	0	0	1	6	14	24
Club Premises	2	5	1	4	0	8	8	17	4	1	1	51
Dangerous Wild Animals	0	0	0	0	0	0	0	1	0	0	0	1
Family Entertainment Centre	0	0	0	0	0	0	0	0	2	1	0	3
Fit and Proper Person	1	0	0	0	0	0	0	0	0	0	0	1
Gambling Club Gaming Permit	0	0	0	0	0	1	0	0	0	0	0	3
Gambling Club Machine Permit	1	1	0	0	0	2	1	0	0	2	0	7
Gambling Premises Notification	0	0	3	4	5	5	2	2	1	1	2	25
Gaming Permit - FEC	0	1	0	0	0	0	0	0	0	0	0	1
Hackney Carriage Operator	1	0	0	1	1	2	0	0	0	0	1	6
Hackney Carriage Vehicle	29	16	15	45	8	24	20	21	19	19	20	236
House to House Collection	2	2	0	3	1	4	4	1	1	1	0	19
LC Animal Franchise	0	0	0	0	0	0	0	0	0	1	0	1
Lottery - Small Premises	36	12	15	10	8	9	15	12	35	9	17	178
Pavement Licence	2	0	2	0	1	0	2	0	0	2	0	9
Personal	12	7	8	8	4	5	11	2	3	2	8	70
Premise Licence	51	49	76	79	51	103	104	178	113	89	102	995
Private Hire Operator	0	0	3	1	0	1	0	0	1	1	0	7
Private Hire Vehicle	85	67	126	50	45	61	110	66	39	37	50	736
Scrap Metal Dealer - Collector	0	0	0	1	0	0	0	5	2	0	2	10
Scrap Metal Dealer - Site	1	1	0	0	0	0	0	1	1	2	0	6
Skin Piercing Practitioner	2	1	0	2	4	2	0	0	1	0	0	12
Skin Piercing Premises	1	1	0	0	3	3	0	0	1	1	3	13
Street Collections	4	0	1	5	6	8	3	3	2	2	2	36
Street Trading	0	0	0	1	0	0	1	0	0	0	0	2
Taxi Driver	44	65	162	253	91	56	51	87	22	179	172	1,182
TENS	30	37	39	54	27	39	16	36	15	38	20	351
Zoo	0	0	0	0	0	0	0	0	0	0	2	2
Total	308	267	454	536	257	338	349	438	275	396	421	4,039

Food and Safety

The team are focussed on completion the annual inspection programme ahead of the end of year. They are on track to completed the required A,B, C, and D risk rated businesses.

04/03/2026

Public Protection (Food & H&S) Stats: Monthly

	Total	Jan 2026	Feb 2026
Total	337	130	207
Food: Advice/Complaint	71	34	37
Food: Inspections	113	40	73
Food: Inspections Abortive	9	4	5
Food: Questionnaires	1	1	0
Food: Questionnaires (out of scope)	32	0	32
Food: Registrations	51	24	27
Food: Revisit / FHRS Rescore	15	2	13
Food: Sampling	11	6	5
H&S: Accidents	13	7	6
H&S: Advice/Complaint	6	4	2
Other: Infectious Diseases	3	1	2
Other: Notices/Prosecutions/Cautions	2	1	1
Other: Notifications	10	6	4

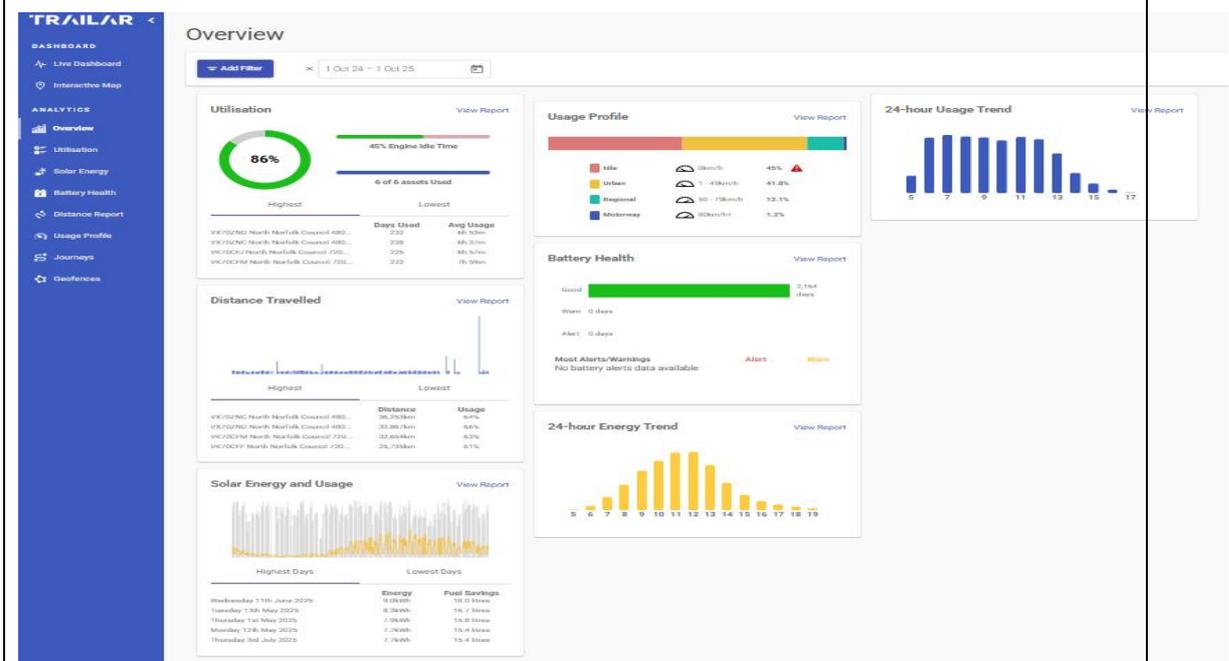
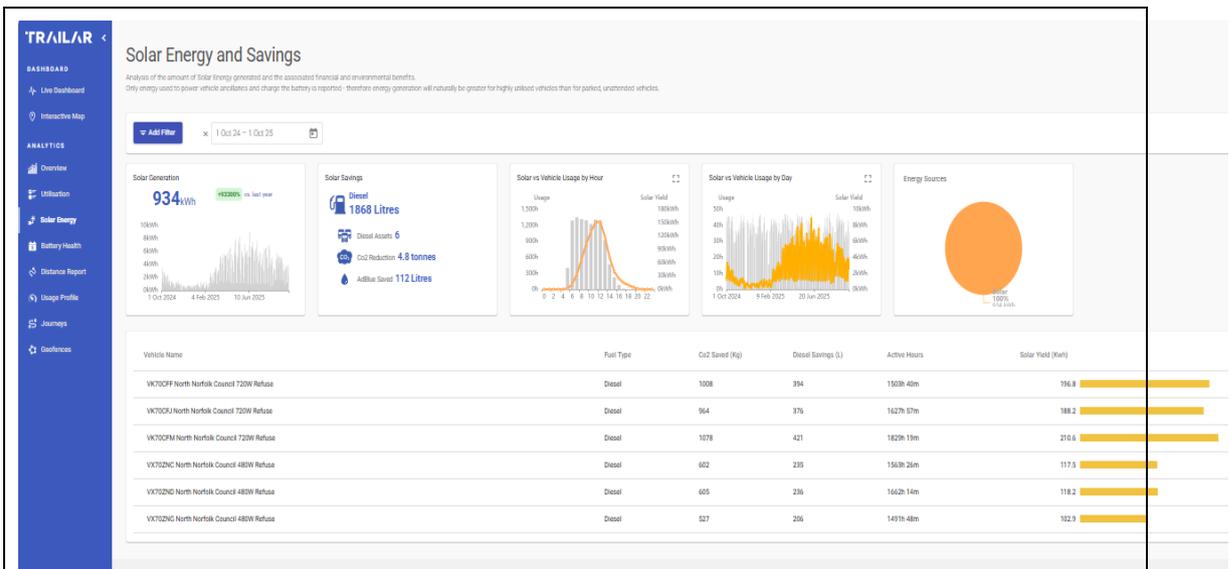
Environmental Services

Officers will carry out a duty of care initiative on **12 March 2026**, visiting businesses in **Holt, Cromer and Hoveton** to check trade waste arrangements, offer guidance, and promote our services. The Norfolk Waste Partnership will support the campaign. Leaflets and letters will be issued as needed, and non-compliant businesses will be followed up. We plan to repeat this later in the year and promote it on social media. A future campaign focusing on holiday lets without trade waste agreements is also being explored.

Bank Holiday waste collections have been finalised. Leaflets will be delivered to all households from **w/c 16 March 2026**. This year we are trialling bringing some collections forward to allow our bin collection crews a full Easter weekend.

Preparations for **domestic food waste collections** continue. Officers and Rangers will visit all flats and communal properties to confirm property numbers, determine bin types, and record access issues.

Trialer Solar the company who supplied the solar panels on some of our refuse collection vehicles has ceased trading in late 2025. Work is underway to onboard Nexus Vehicle Systems as a replacement provider. The most recent performance data (Oct 2024–Oct 2025) is included below.



- There has been an attempt to infiltrate our systems with ransomware. Whilst it isn't that surprising, in this particular case it's a possibility it was a targeted attack hence we have alerted everyone to be more vigilant than normal. Luckily our security detected it and alerted us to act very quickly to prevent any damage. But threat actors get more sophisticated all the time and security measures can not guarantee to always be one step ahead, if anyone is ever in doubt contact (especially if you are prompted to put in your network login & password) please contact Servicedesk on 01263516100.
- M3 Trade Waste module has now been desupported; Service decision to adopt bespoke solution to manage this going forward. Concerns raised of risk to NNDC revenue stream. Although desupport has now happened new solution still not been completed by EH service. Hard

deadline of start of May to enable new year billing to commence.

- Revenues and Benefits year end updating completed in record time. Downtime commenced Wed evening and completed by close of office on the Friday. Never has the authority not had to work extra hours Friday evening and Saturday previously (sometimes Sunday also).
- GDPR article 30 returns have now been completed by most NNDC departments. Currently 25 have submitted their return (these have been passed to Eastlaw for formal review) with 8 departments yet to complete these.
- Report written on Management structure in IT (with AD)
- UPSs procured – awaiting delivery
- Pub and music venue Business Rates relief form created and published
- Street trader licencing form published
- Work for Garden Bin billing cycle
- Updates to INN website
- Cromer Pier 125 year celebration website section in progress
- 20+ data submissions gathered and collated for LGR process
- Further data published for the Open Planning project
- Business rates change of address forms finalised

2 Forthcoming Activities and Developments.

Easter Bank Holiday Waste and Recycling Collections- some dates have been brought forward, please use the online bin checker tool to confirm your correct collection date [Home | Bin collection days](#)

- Awaiting approval of AI policy so we can publish the Strategy and training for everyone. Once adopted co-pilot will be the only approved tool for AI and it will be necessary to fill in an Exemption form if you need to use anything else.
- Installing UPS
- Installation of new wifi network

- Work to automate the updating of 3rd party apps on laptops in a different way as the product we use is becoming end of life
- Projects to cleanse data and get ready for LGR.
- Upgrade of website
- Input to LGR Systems & Data workstream – these are now splitting into more workshops covering aspects of IT that will need to be in place come vesting day.
- Procuring new patching software
- Preparation now underway for Revs/Ben end of year rollover. Involves a small team working through the night of the 31st March to ensure all is ready for users to log in the next day minimising end user downtime.
- In order to continue to access DWP data there is a requirement for all authorities to encrypt their Benefits system as some DWP data is recorded there. This is a substantial undertaking with adequate provision required to ensure our encryption keys do not become lost or corrupted.
- Temporary Event notice online form
- Food venue inspection online form
- Garden bin billing cycle to take place
- Further work for LGR data workstream
- Cromer Pier 125 year website section to publish

3 Meetings attended

Norfolk Waste Partnership
 Joint Waste Contract Review and Development Board
 Regular meetings with officers on Portfolio Matters

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

COUNCILLOR LUCY SHIRES - CABINET MEMBER FOR FINANCE, ESTATES AND PROPERTY SERVICES

For the period February to March 2026

1 Progress on Portfolio Matters

Finance

- The 2024/25 Statement of Accounts audit has been concluded and the final document presented to the GRAC meeting in February; this met the backstop deadline.
- A balanced budget for 2026/27 was presented for approval in February Full Council along with an early forecast up to 2029/30.
- As per the internal audit Q4 timetable, the Key Financial Controls audit has started. This audit is designed to provide assurance that our controls are operating effectively and in accordance with the Council's policies, procedures and relevant legislation.
- Timelines and guidance for key financial year end processes has been circulated to all service managers.
- The advert for the vacant Chief Technical Accountant post has been advertised, with an interview date in mid-March.

Estates

Vacant Property:

- Cornish way. Roof leaks are preventing letting and awaiting outcome of capital bid.
- The Cedars Barns requiring re development continue to be advertised, with no viable interest commercially. Opportunities for affordable housing development are being considered. The annex building remains available to rent, with little interest due to condition. A capital funding bid was made to refurbish it.
- Fakenham Connect first floor offices are being advertised with no interest. Roof and heating repairs are in progress.
- North Norfolk Visitor Centre – is let agreed and the tenant, a dental practice has submitted a planning application, with works anticipated to start Spring/Summer 2026. Works to services to facilitate the letting being determined and specifications prepared.
- Donkey Shelter –Investigations regarding opportunity for services into the building and drainage continues in order to finalise the viability/options appraisal.

Leases:

- Approx 40 lease cases in progress or planned.
- Lease negotiations for the RNLI and Rocket House Café at the Rocket House have Cabinet approval. Following the public toilets the museum phased repair of the building is progressing with tenders to be issued and work to define the specification is ongoing. Works largely agreed final specification documents to be shared with RNLI for approval in the coming days prior to tender.
- Formalising the short-term agreement for car parking at Gold Park continues to be delayed as officers await a landlord response. A new proposal has been submitted to the landlord for consideration with a response expected in the coming weeks.
- Fakenham industrial unit lease renewal with rent increase has completed.
- A report is being prepared for Cabinet on the Marrams Bowls Club options and discussions with both tenants are ongoing. Suffield Park bowls club is delayed.
- Lease renewal negotiations for industrial unit at Catfield, Cornish Way with rental increases are progressing following initial rent assessment.
- Cromer Council office - 2 lease renewal negotiations are in progress.
- Utility lease for FLASH project has Cabinet approval and solicitors are progressing.
- Cabbel Park, car parking lease renewal is to recommence which will include a reviewed rent.
- Parking licence nearing completion at North Walsham, legal document finalised and issued to other side for signature.
- Foreshore lease at Happisburgh has Cabinet approval and is nearing completion.
- Happisburgh car park lease – Agreement for lease in place subject to NNDC completion of the car park work.
- Numerous easements requests across the district for utility supplies across Council land have been received and are in negotiation with terms being agreed for the 1 site.
- Funding agreement for works at Itteringham Shop, is in negotiation, with tenant providing further cost information.

Disposal:

- There are approx. 115 disposals cases on the case list with
- Enabling land at Sheringham. A range of alternative options is being investigated, and the draft independent valuation has been received.
- Disposal of Highfield Road car park, Fakenham to local housing association continues to progress.
- Mundesley a disposal of amenity land to Parish Council continues to progress.
- A number of Parish and Town Councils have approached the Council regarding transfers of assets that may be impacted by Local Government Reorganisation. Site information has been provided to Town and Parish Councils that have expressed an interest and valuations and negotiations will commence. An application form has been provided to them.
- Private enquires regarding the acquisition of Council land have been received and being considered.
- There are approx. 115 disposals at varying stages in the case list.

Acquisitions:

- Continued support to Coastwise/Coastal Team in acquiring land and property at risk of coastal erosion. A further property at Trimingham has been negotiated and solicitors are instructed. A meeting has been held with the owners of a site in Trimingham and some initial due diligence is planned.
- Supporting Housing with purchase of additional properties. 1 property is progressing through legal due diligence and a number of offers have been made/in negotiation for 3 further properties.
- Supporting Leisure with negotiations for easement for Holt Country Park with terms agreed in principle and draft Heads of Terms now expected following additional specification details and information being provided to the owner.

Property Services

Working with the local member to develop a programme of works for general improvements to the amenity area to the west of the Leas public conveniences.

Works to the horsebox shelters is complete as is improvement to cabling and lamping to 11 lamp columns along the pathway east & west of the Leas shelter. Further works have now been scoped with the local member and will focus on removal of the water features and creating a picnic area adjacent to the new play area.

Working with Kate Rawlings for energy efficiency and improvement works to Holt Road offices to include improvements to existing roof PV's, electric vehicle charging points.

Working with Countryside and Leisure to support delivery of an electrical supply at Holt Country Park.

Works to construct the ECO classroom at Holt Country Park are now complete.

Refurbishment works to the public conveniences, and the replacement of the existing foul drainage system will commence in late March 2026 with a 5-week programme. Contractor appointed.

Temporary NNDC owned toilet facility will be used at the site whilst toilet is closed. Further works at Holt Country Park include increasing the outdoor play provision to include more accessible items of play. These works have been scoped and quotations sought.

Clearance works are now complete at the surveyor's allotment in Sutton. Some form of safety fencing and signage options are being considered.

Engineering works to Cromer Pier substructure works are underway and are on programme and within budget. Works beneath the theatre auditorium are complete with no impact on Openwide's operations.

Roofing works to Tides restaurant on the Pier are to commence shortly in advance of Openwide's resumption of operations. Contractor appointed.

Following on from Norfolk Fire and Rescue Service recommendations designs for a dry riser system on Cromer Pier are being scoped. This will allow NFRS to respond more effectively to an incident on the Pier. Consultant to be sourced.

Painting works to the superstructure elements of the Pier will commence shortly and be completed in advance of P125. Contractor appointed.

Tender returns have been returned for the cliff stabilisation works to the Watch House in Cromer. Evaluation is complete and the preferred bidder is within budget. Agreement is being sought from the covenant holder. These works will start in April 2026.

Tender documentation is now complete for the Rocket House Cromer has been prepared and we are feedback on the scope of works before issuing the tender.

A decision on the planning application for North Lodge Park is expected in March. The works will then be tendered and are expected to start over the summer. This programme of works will also include installation of a greenhouse and shed for the Friends of North Lodge Park.

Repair and repainting works are being scoped and planned for the Melbourne Slope area in Cromer. Consultant appointed.

Repair works to Cromer church boundary wall have been instructed and will commence in September 2026. Contractor appointed.

Scoping works for Cabbell Park clubhouse and changing facility. Consultant appointed. Currently working to identify surface water in one area of the football pitch.

Working with Estates to deliver chalet refurbishment works in Cromer.

Works to rebuild the Doctors Steps, and possible septic tank in the promenade at Cromer east to support potential new tenant in the donkey shelter. Consultant appointed

Final programme of amenity lighting improvements and surfacing works to the Marrams footpath Cromer are in progress. Contractor appointed.

Scoping and design works for the Marrams sunken gardens are in progress. Consultant appointed.

Further remedial works are underway at the Reef Leisure centre due to the failure of the substructure elements of the splash pad. This area is currently closed whilst options for repair are considered.

Undertaking a feasibility study for new public convenience in Stalham. Consultant appointed.

Refurbishment works are due shortly Newgate's Lane public conveniences in Wells. The facility will be offline for 4 weeks. Contractor appointed.

Works at Fakenham Connect for roof repairs and fire door replacement are being scoped. Consultant appointed.

Re roofing, energy efficiency works including potential installation of PV at Cornish Way industrial units North Walsham are being scoped. Consultant appointed.

Scoping works are underway for roofing and damp proofing works to the Cedars at North Walsham. Consultant appointed.

Scoping and programming are now underway for the public convenience efficiency programme. Proposals will be completed and forwarded to the decarbonisation board for consideration. LABC and planning have been consulted and a structural engineer

appointed to advise of suitability of roofs for load bearing purposes. Currently Property Services are working with Kate Rawlings to identify suitable locations for inclusion in the programme.

Works continue the temporary accommodation housing portfolio with more acquisitions due this year.

External training has been received, and bespoke PPE has been issued to Property Services MSO's and staff for compliance with Awaab's Law (damp and mould recognition and treatment)

Scoping works for play area equipment installation. Locations to be confirmed and equipment procured but likely to include play areas in Cromer, Sheringham, Stalham, North Walsham, Fakenham and Wells.

Tender documentation is being prepared for the car park refurbishment scheme across the district, exact car parks to be identified but likely to include Cromer, Sheringham, North Walsham and Wells.

Working with Estates to deliver chalet refurbishment works in Cromer. This also includes works to rebuild the Doctors Steps, and possible septic tank in the promenade at Cromer east to support potential new tenant in the donkey shelter. Consultant appointed.

Car park matters

The pricing structure for 2026/27 was agreed at the tail end of 2025 and a public consultation was undertaken from 15th Jan for a three-week period.

Consultation responses were taken to Council in February – we have responded to the objections received as required.

Other activity in car parks, outside of the tender exercise for re-surfacing works, include improvements to some of our unmade car parks. This is mostly pothole filling and blading surfaces to smooth them out. Some car parks are also having new tarmac entrance improvements. These car parks are Clink Road Sea Palling, East Runton, Overstrand and Mundesley Road with Bacton and Cart Gap having been completed this week.

Runton road car park has plans to install a new entrance and roadway for which planning permission was needed. This is currently in the hands of the planning department. There are also some concrete posts that need replacing here and they are on order.

Our EV chargers were moved over to a new supplier from October 2025 as the costs to stay with previous supplier were much higher. This, added to the fact that there was no R&M which prompted the move. There have been problems migrating the units over, mostly because their software is outdated compared to the modern contactless units, several of them were also beyond economical repair. Morris street in Sheringham now has some new (Re-con but with 3 year warranty and half the price) contactless units which seem to be doing well. Will be interesting to see if contactless generates more income, especially in tourist areas, for ease of use compared to app charge sessions.

Away from car parks, Property Services have taken on the EV pool fleet at the office and the management and upkeep of the 450 or so benches that the council looks after. These have only been handed over very recently so too early to tell what kind of workload these will bring.

Car parks generate a lot of income for the council and, as they attract over 1 million stays per year, also generate their fair share of customer comments and complaints, workbenches, FOI and dealing with enforcement issues and penalties, as well as ongoing inspection and maintenance regimes.

2 Forthcoming Activities and Developments

Finance

- Preparation for Outturn 2025/26, Budget Monitoring Period 12. The team will work closely with service managers to ensure the Councils final financial position is accurate and timely reported. This report informs the statutory Statement of Accounts document and forms an important part of the narrative statement.
- Production of the Statement of Accounts 2025/26 - ensuring that a lessons learnt exercise is undertaken before the preparation of the supporting working papers for the external auditors. This is essential to improve the audit process and reduce likely adjustments.

3 Meetings attended

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

COUNCILLOR JOHN TOYE - CABINET MEMBER FOR SUSTAINABLE GROWTH

For the period February to March 2026

1 Progress on Portfolio Matters.

Funding & Programmes

Good progress has continued on the delivery of projects across all UK Shared Prosperity Funded (UKSPF) workstreams, and project delivery and expenditure are on track for completion soon. Nevertheless, in December 2025 MHCLG notified Council's that the 2025-26 year-end reporting deadline had been nationally extended to 30 September to allow extra time for completion of project delivery and defrayal of UKSPF and REPF funding.

Throughout the development of the programme NNDC has continued to maximise opportunities to match fund the original allocation. Although this was not a requirement, an additional £700,665 of investment has been leveraged so far in the transition year from business, community and other public and private sector sources, against the one-year UKSPF/REPF allocation of £842,354.

The overarching UKSPF/REPF funded workstreams are:

Addressing Fuel Poverty

The UKSPF funding allocation enables the Council's Energy Officer to promote energy efficiency measures for local households. This provision plays a key role in ensuring that eligible households in north Norfolk are aware of and are well-positioned to access available funding, thereby maximising the benefits of various initiatives aimed at improving energy efficiency.

To-date, 135 households have received energy advice and 130 eligible households have been referred and supported in making grant applications through the ECO4 scheme. The Norfolk Warm Homes programme, of which NNDC is a consortium member, has been allocated some additional capital grant to retrofit homes in 2026 so there has been a push on promoting this scheme including a large number of phone calls to customers who pre-qualify using in-house data.

Residents have also accessed energy efficiency advice on the Council's website [Home | Energy saving tips](#) (323 residents) and the energy efficiency advice and local and national grant schemes have been promoted by the Energy Officer.

Business Support and Engagement

This programme encompasses a number of separate strands, delivering a range of business support and engagement activities across a number of key sectors within the District.

Backed by the Growth Hub, specialist business support is available for local businesses. This includes bespoke services such as 1:1 engagement, advice, business planning & growth services, grant support, workshops and training. A total of 145 businesses have received support and advice, eleven businesses have been engaged in the Scale Up programme, and eighteen businesses are engaged in the High Growth programme. A manufacturing company in the district has been awarded a Business Growth Fund grant and three further projects are being developed by Growth Hub High Growth Business Advisors.

A range of business training workshops and partner networking events are being delivered. See further details under **Forthcoming Activities and Developments**.

High Street and Town Centre Support

A 'North Norfolk High Streets Matter' branded package of support has been delivered in town/retail centres across the District through engagement with key stakeholders in each town. The initiative has been designed to drive footfall and increase dwell-time; it includes grant support to deliver initiatives such as signage & wayfinding and small-scale physical improvements.

Two small grant schemes, the 'Town Ambition Programme' (TAP) and 'Love Your Market Town', have provided grant funding for improvements in town centres; eight Love Your Market Town and eleven TAP grants have been awarded and projects are progressing and will be completed shortly.

The recent improvement to Chapel Yard in Holt is an example of one of the projects supported by the grant schemes.



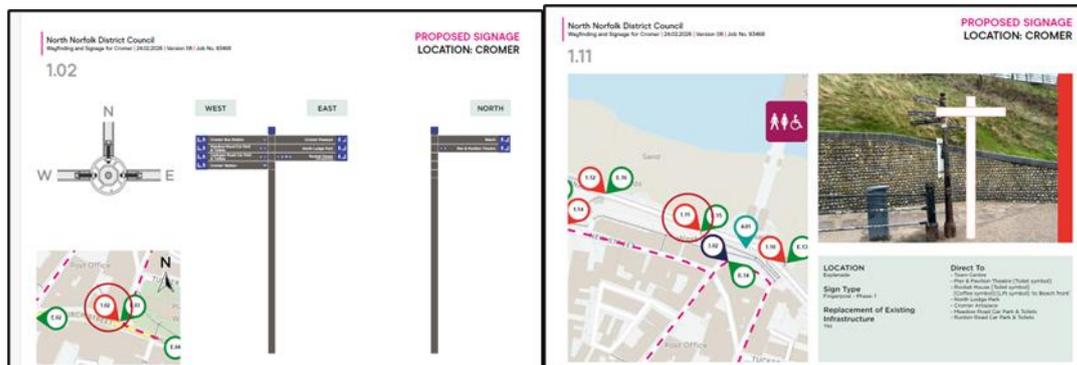
Also see social media video post [here](#).

This has been complemented by a separate ‘Retail Excellence’ skills scheme, with workshops held with retailers in North Walsham/Stalham and Fakenham. In total, 31 town centre businesses have participated in these, and eleven small Retail Excellence grants have been awarded to support their business plans. In addition to the workshops and grants, other complementary resources have been made available to businesses including a [Marketing Toolkit](#), and a [Retail Toolkit](#).

On 19th February, Norfolk County Council hosted the Norfolk Market Town Conference at Thursford. NNDC’s efforts to support its town centres was in particular celebrated, held up as exemplar of excellent collaborative delivery.



A wayfinding improvement scheme has been developed across town centres in the District. Stakeholders were engaged in developing individual town schemes. The design, manufacture and phased installation of new waymarking signs will be carried out during March, and it is hoped these schemes can be developed and augmented with future funding.



Phase one of An Electronic Tourist Information Point (E-TIPS) project is being implemented, and five screens will be delivered at the Greater Anglia stations in the District during March and April 2026. Planning is in process for the remaining six screens

REPF (Rural England Prosperity Fund Rural Business and Community Grants)

Twelve grants have been approved (six community projects and six business growth projects) and the total 2025/26 RBCG grant scheme budget of £407,537 has been awarded. The majority of projects have been completed and grants defrayed.

All projects are on track for completion and grant defrayal within the financial year. Progress on the delivery of the grant funded projects is being closely monitored to ensure they remain on track. Grant payments are claimed in arrears by applicants on completion of their projects and submission of grant claims.

Inspiring North Norfolk

North Norfolk District Council proudly hosted its second Inspiring North Norfolk celebration event at Jarrolds Letheringsett on Tuesday 10 February 2026. The event brought together businesses, partners, and stakeholders to recognise the ambition, resilience, and creativity driving the District's economy.



The event celebrated sixteen outstanding businesses and individuals across four categories: *Rising Stars*, *Entrepreneurial Spirit*, *Excellence in Manufacturing*, and *Leaders in Business*. Together, their stories show the wide range of talent across North Norfolk and the vital role local businesses play in building a

strong and sustainable future.

The evening featured guest presenters from the Norfolk Chamber of Commerce, the Federation of Small Businesses, Made Smarter East of England, and Jarrold Retail.

Category awards

- **Rising Stars** recognised the next generation of talent making a real difference in their organisations.
- **Entrepreneurial Spirit** celebrated businesses showing vision, courage, and innovation.
- **Excellence in Manufacturing** highlighted firms setting the benchmark in production, innovation, and operational efficiency.
- **Leaders in Business** honoured individuals whose leadership is shaping the future of their sectors and communities.



The Inspiring North Norfolk programme forms part of the Council's wider commitment to supporting business growth, skills, innovation, and investment across the District. The video case studies featured on the night illustrated how advice, partnerships, and funding can help local enterprises to start up, scale up, and innovate, while creating jobs and social value for communities.

An example of a case study is that of Ben Marshall, Managing Director for Pensthope, who was recognised as a 'Rising Star'. The video for this can be found [here](#).



The Council thanked Jarrolds Letheringsett for hosting the event, the guest presenters for their support, and the businesses that shared their stories and achievements. Attendees were encouraged to continue connecting, collaborating, and championing one another as part of North Norfolk's growing business network.

North Norfolk Annual Business Forum 2026



Business leaders, entrepreneurs and partners from across the district came together on Tuesday 10 March for the North Norfolk Annual Business Forum 2026, held at the historic Worstead Estate's 'Woodyard' venue.



Hosted by North Norfolk District Council, the event brought together businesses, support partners, training and education providers to explore the opportunities and challenges facing the local economy, while highlighting the support available to help North Norfolk businesses grow and thrive.

The forum provided a valuable opportunity for networking, collaboration and discussion, with attendees hearing from a range of speakers.



Worstead Estate owner, Bruce Paterson, provided a fascinating insight into the history of the estate, the journey it has been on, and outlined how the business has continued to diversify and evolve.



Jack Weaver, Chief Operating Officer for the Norfolk Chamber of Commerce, provided an economic briefing on the state of the UK and Norfolk economy, highlighting some of the differing challenges, but the many strengths and the resilience of local businesses.



Jonathan Winchester, Chief Executive of Insight 6, provided a fascinating and engaging keynote presentation on the importance of businesses walking in the footsteps of their customers in order to maximise business opportunities.

2 Forthcoming Activities and Developments.

Norfolk Netwalking @ Felbrigg Hall

27 March
Felbrigg Hall
Register [here](#)

Accelerating Business Processes with AI

Wednesday 15 April 2026
9am to 12.45pm
North Norfolk District Council, Holt Road, Cromer, NR27 9EN
Register [here](#)

Buy Local Norfolk April 2026 Networking

Tuesday 21 April 2026

10.30am to 12.30pm

Pavilion Theatre, Cromer, Norfolk, NR27 9HE

Register [here](#)

North Norfolk Networking - Cromer

Thursday 23 April 2026

8am to 10am

Merchants Place, 16 Church St, Cromer, Norfolk, NR27 9ES

Register [here](#)

North Norfolk Networking Coffee Morning

Monday 27 April 2026

10am to 11.30am

Blakeney House, High Street, Blakeney, NR25 7NA

Register [here](#)

North Norfolk Networking Coffee Morning

Monday 18 May 2026

10am to 11.30am

Blakeney House, High Street, Blakeney, NR25 7NA

Register [here](#)

North Norfolk Networking - Place UK

Thursday 11 June 2026

5.30pm to 7.30pm

Place UK, Church Farm, Church Farm Rd, Norwich, Norfolk, NR12 9HJ

Register [here](#)

3 Meetings attended

North Norfolk Skills & Employment Forum

CleanTech East

Inspiring North Norfolk event

Norfolk Market Town Conference

Anglian Water Workshop

Vodafone/Three Mobile Connectivity Session

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

COUNCILLOR ADAM VARLEY - CABINET MEMBER FOR CLIMATE

For the period February to March 2026

1 Progress on Portfolio Matters.

Designs have been finalised for the decarbonisation of the existing part of the Fakenham Sports Centre and the works have begun. This project is taking advantage of the construction of the new swimming pool on the site and is part-funded by a Public Sector Decarbonisation Scheme grant.

Work continues on the online Norfolk Climate Change Partnership online home energy hub with content being finalised and navigation tested. Links to the new tools will be shared with members once complete, in the hope they can then share them with anyone interested in learning more about home energy improvements etc.

The team have attended various energy efficiency events across the district including the Community Outreach Positivitea events, Sustainability in Education event and a coffee morning at the Reef.



2 Forthcoming Activities and Developments.

The Government has announced an extension of the ECO4 scheme, allowing existing funds to be used until December 2026. The Council continues to support residents in applying to this scheme.

Promotion of the current Norfolk Warm Homes scheme (Warm Homes: Local Grant) continues with additional households in Stalham and North Walsham auto-qualifying for the grant. Further information available at [Norfolk Warm Homes](#)

Final year UEA Environmental Science students are undertaking a comparison of carbon footprint reports produced by each Norfolk council on behalf of the Norfolk Climate Change Partnership. The work also involves a study of best practice in preparation for LGR.

3 Meetings attended

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

COUNCILLOR L WITHINGTON - CABINET MEMBER FOR COMMUNITY OUTREACH (CUSTOMER SERVICES)

For the period February to March 2026

1 Progress on Portfolio Matters.

Customer Services

As we approach a busy time of year, the Customer Services team is managing increasing demand from Council Tax bills, Benefits award letters, and subscription renewals. Looking ahead, Norfolk County Council election work will begin over the next month, with poll cards soon to be issued.

Customer Transactions and Digital Take-up

February saw continued growth in customer activity, with increasing adoption of online services:

- Total transactions: 8,779 (+19% on Feb 2024)
- Traditional contact: 4,732 (-9% on Feb 2024)
- Online transactions: 4,047 (+47% on Feb 2024) of which self-service made up for 3,173 transactions (+9% on Feb 2024)

These figures highlight rising demand and a strong shift toward digital self-service, enabling faster response times and more efficient use of staff resources.

Garden Bin Subscriptions

The Garden Bin service was running at a 95% Direct Debit level for 2025/26, with 1,227 customers on one-off payments.

Early indications show that more customers are switching to Direct Debit: 143 of the 543 non-DD customers who have renewed so far this year have moved over to DD.

The ongoing shift toward Direct Debit continues to streamline administration, reduce manual processing, and improve efficiency.

Car Parking Permits Update (2 months live)

Since the launch on 26 January, the improved parking permit process continues to perform strongly:

- Total transactions: 1,192
- Digital: 1,002 (84%)
- Traditional: 190 (16%)

The majority of customers now use the online service, further reducing administrative workload, speeding up processing, and lowering costs.

Feedback indicates faster turnaround times, fewer errors, and greater convenience for residents, while staff benefit from more efficient workflows and reduced repetitive tasks.

These results demonstrate that the new arrangements are delivering sustainable, resilient, and resident focused improvements, building on the initial success reported in the first three weeks after launch.

CS Performance Overview - February

- Customer satisfaction survey response rate: 14.96%
 - Satisfied with ability to contact the Council: 87.20%
 - Satisfied with helpfulness of CSA: 95.80%
 - Satisfied with advice given: 91.98%
 - Satisfied with overall experience: 90.08%

Themes from Recent Feedback

Recent customer feedback highlights the professionalism, helpfulness, and friendliness of the Customer Services team:

- Politeness and empathy: “The advisor I spoke to was kind, polite and very helpful.” “Contacted council after our father died...could not have been more kind and helpful.”
- Knowledgeable guidance: “Explained the process and signposted to other services.” “Guided me through the website and was very patient.”
- Efficient problem resolution: “Very helpful and quick to resolve my query.” “Made a mistake in payment of council tax but the lady helped me promptly.”
- Support with new or complex processes: “I didn’t know the parking permit procedure had changed, but the person on duty explained it all and sorted it out.”

These comments demonstrate the value of the Customer Services team in delivering friendly, knowledgeable, and effective support, while also highlighting the importance of clear guidance for customers using online

services and new processes.

2 Forthcoming Activities and Developments.

Fakenham Connect

From April 2026, Customer Services will be withdrawing its presence at Fakenham Connect. This decision follows a review of service demand, operational effectiveness, and costs.

The majority of visitors to Fakenham Connect use Department for Work and Pensions (DWP) or other non-NNDC services, while the relatively small volume of NNDC enquiries can be effectively managed online or by telephone. Face-to-face support for NNDC services will continue at Cromer.

This change allows NNDC to focus CS resources where demand is highest, improving efficiency while maintaining full access to council services for residents. The DWP will use the former NNDC reception space and provide informal signposting, supporting residents during the transition. Clear signage and communications will guide people to alternative access channels.

3 Meetings attended

This page is intentionally left blank

CABINET MEMBERS REPORT TO COUNCIL

25 March 2026

**COUNCILLOR LIZ WITHINGTON - CABINET MEMBER FOR
COMMUNITY, LEISURE & OUTREACH**

For the period February to March 2026

1 Progress on Portfolio Matters.

Town of Culture

Government has launched the first ever 'Town of Culture' competition, with Expressions of Interest invited by 31st March 2026. The competition delivers on the Government's Plan for Change, driving local economic growth and opportunity and is open to small, medium and large towns, with the winner delivering a £3m vibrant cultural programme in 2028. The Council is not taking a lead on this, but local towns that are bidding have been asked to liaise with the Council about any role they wish it to play. There is thought to be a good deal of interest in this from local towns.

Cultural Partnership

The Cultural Partnership's next networking meeting will take place on 17th March and will include:

- Update and training on the new digital communications platform – SLACK
- Update on the Cultural Ambassadors framework
- Networking lunch
- CPD – social media training by Limitless Media Inc and a Q&A session.

Visit North Norfolk

VNN is beginning the promotion of its Easter campaigns, starting with 'nip back to North Norfolk' video promotion. They also feature two free to enter prize draws.

Promotional campaigns and training continue. January session was fully booked. Next session will be on employment law.



Deep History Coast (DHC)

A new DHC gallery at Sheringham Museum will be officially opening this month, re-housing the items previously on show at the North Norfolk Information Centre in Cromer. More work is also planned for the Geology Gallery at Cromer Museum as well as updates to other DHC assets. These all link closely with the coastal literacy work of Coastwise, providing information on the dynamic coastal landscape of north Norfolk, curated by the Norfolk Museums team.



COMMUNITY OUTREACH

Homelessness Prevention

During January, the team received **18** new referrals to support residents threatened by, at risk of, or experiencing homelessness.

These came from a number of sources, including the NNDC Housing Options team, The North Norfolk Foodbank, DWP, Housing Associations, Community groups and settings and self-referrals.

Homelessness Prevention Case Study

Mrs B is an older single lady living in rented accommodation. She is partially sighted and has respiratory issues.

The property that Mrs B has been renting has no heating installed and this has meant she has had to provide her own portable heaters in an attempt to keep the property warm. There have been substantial issues with mould and damp and although the landlord had been notified multiple times, no action had been taken.

The flat has also become challenging due to Mrs B's failing eyesight. The property has a curved flight of stairs with the bathroom directly at the top, which is a safety concern, particularly at night. There is no lighting at the access to the building and the pathway is unmade and muddy, which makes Mrs B reluctant to leave and her friends find it hard to visit, resulting in Mrs B feeling isolated.

The Outreach Officer made a referral into Environmental protection to visit and evaluate the property. Environmental protection then contacted the landlord by letter to explain their findings and concerns for the wellbeing of Mrs B. The landlord is now obligated to carry out the improvements required. Sadly, the landlord responded by immediately issuing an eviction notice.

A homeless application was made with support and reassurance from the Outreach Officer. This has resulted in Mrs B being offered a one bedroom property where she can live safely. Mrs B said 'I can now live out the rest of my life in comfort and safety.'

The Outreach Officer continues to support Mrs B as she settles into her new home. A referral to Vision Norfolk has been made for support with her eyesight, and an application for Attendance Allowance is underway, to maximise her income.

New Connections and collaborations

This month, Officers have made a number of new connections and worked collaboratively with services that help to create a supportive network around those facing or at risk of homelessness.

These connections and collaborations include Environmental Protection officers, Local Police, West Raynham Veterans Centre, Library Volunteers, Housing Options, Financial Inclusion, Benefits, Coastwise, Nelson's Journey, The Giving Wardrobe, and local landlords.

Falls & Frailty

Data from the NNUH continues to be received on a weekly basis.

In February, we processed **37** referrals for North Norfolk residents. **5** were duplicates and **9** referrals went on to decline the service.

66 calls were made during February.

This support empowers residents to:

- Stay safer in their homes for longer

- Become stronger and more active
 - Connect with others
 - Improve their income
- Improve their wellbeing

Falls & Frailty Case Study

Mrs W fell whilst out shopping resulting in some minor injuries and her referral into the service.

Mrs W has multiple health issues and previous injuries which impact upon her mobility. She is profoundly deaf, wears two hearing aids and is a lip reader. She finds it difficult to hear on the phone and has no adaptations to assist with this.

She uses a stick to mobilise and finds this sufficient as long as she takes her time. Mrs W describes her balance as poor and does not shower unless there is someone in the home at the time, relying on strip washes the rest of the time. She has a care alarm and a key safe in place.

She explained to the officer that she can feel lonely and this is exacerbated by her mobility issues.

She has a computer and a smart phone but is not confident in using them and would like support with this so that she can send emails and receive pictures from her family.

The Officer made referrals for Mrs W to Active Now for gentle exercise, the sensory support team and Tech Skills for Life, as well as signposting her to Hear for Norfolk and a number of coffee mornings and social events in the local area that she could access.

On follow up, Mrs W reported that she was working with Tech Skills for Life to learn computer skills and they are also supporting her to link her hearing aids to her phone, which will make this easier for her.

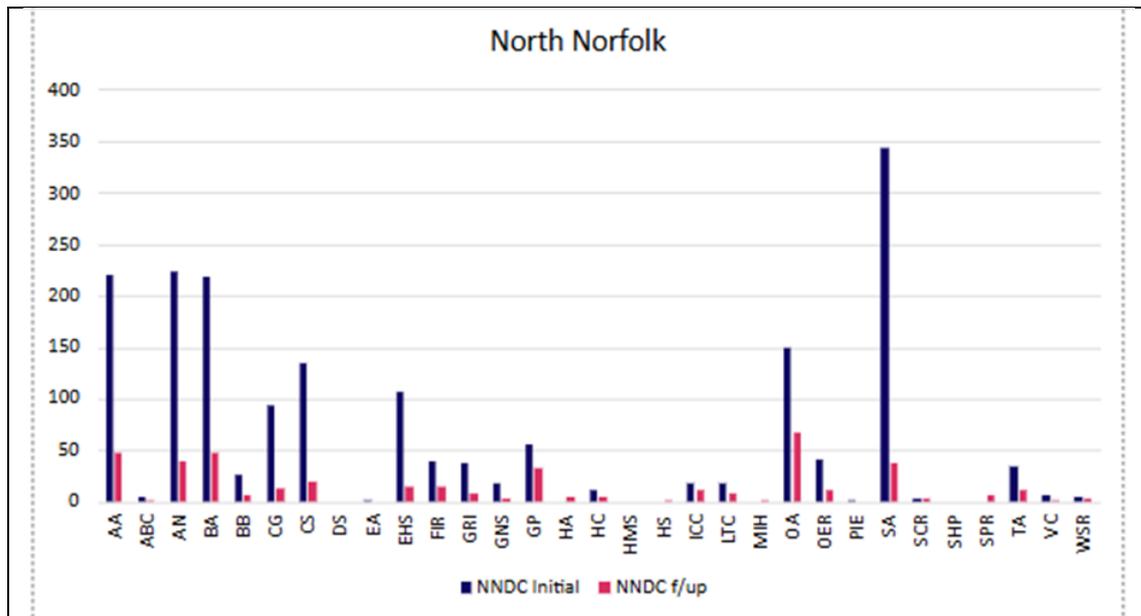
The exercise and support given by Active Now and Your Health Norfolk has improved her confidence and Mrs W reports feeling encouraged.

She intends to start going to some of the signposted social opportunities now that the weather has started to warm up.

Mrs W said "I am very happy to have received the help given to me. Now I don't feel so frightened of being frail"

Note: Due to overlapping reporting, the below graphs represent data from the start of the pathway in July 2024 to the end of January 2026. Further data will be provided in future reports.

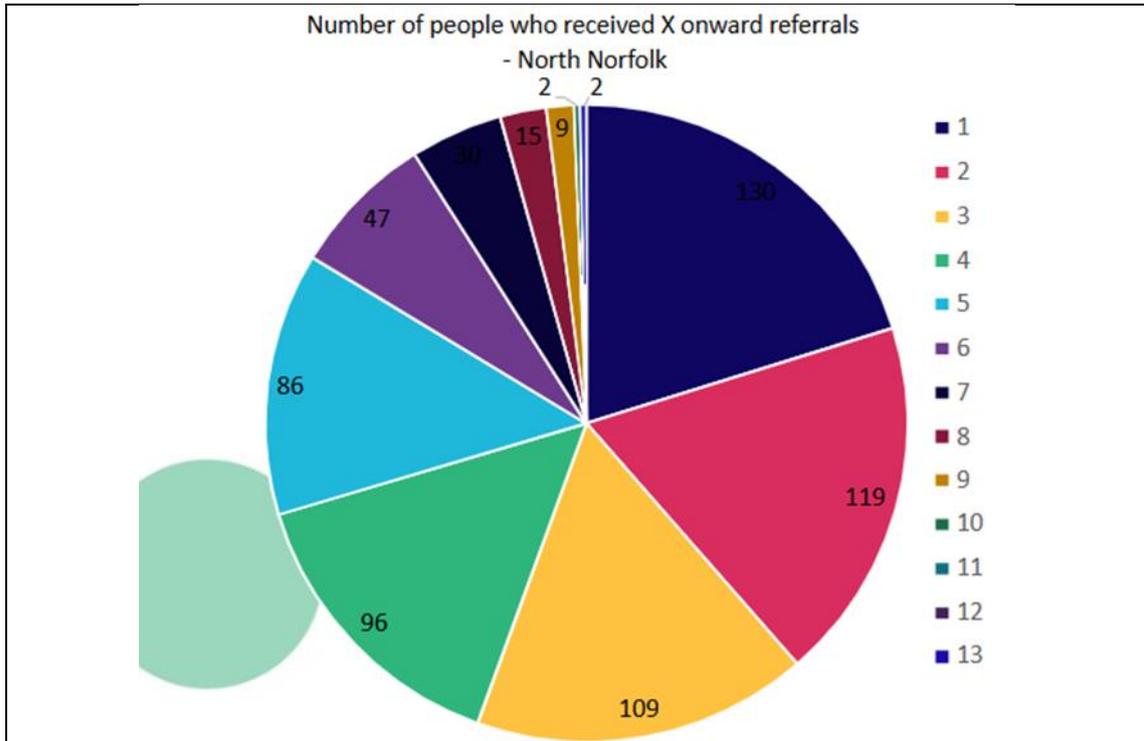
The following bar graph shows the range of referrals and actions made during the initial and follow up contacts with the Frailty pathway officer. These vary from over the phone advice, the sending of leaflets and information by letter, signposting, and completion of referrals into the service, as some examples.



AA – Aids and Adaptations
 ABC – Assisted Bin Collection
 AN – Active Now Falls and Frailty Pathway Referral
 BA – Benefit Advice
 BB – Blue Badge Application
 CG – Community Group Signposting
 CS – Carer Support
 DS – Debt Support
 EA – Everyone Active Referral
 EHS – Energy and Heating Support
 FIR – Financial Inclusion Referral (North Norfolk Only)
 GRI – Grant Funding Identified
 GNS – Good Neighbour Scheme or Community Support Referral
 GP – Signposted back to GP
 HA – Housing Application (Or Suitability Assessment Referral)

HC – Hearing Concerns Referral/Signposting
 HMS – Handyman Service (Broadland and South Norfolk Only)
 HS – Hoarding Support
 ICC – Escalated to ICC for MDT review or intervention
 LTC – Long Term Condition Support
 MIH – Make it Happen Funding Used
 OA – Other Action
 OER – Other Exercise Referral
 PIE – Purchase of Items or Equipment
 SA – Safety Advice
 SCR – Social Care Referral
 SHP – Referred back to Social Housing Provider
 SPR – Social Prescribing Referral
 TA – Transport Advice
 VC – Visual Concerns Referral/Signposting
 WSR – Wellbeing Service Referral

The following chart shows the number of people who have received one or more referrals from their contact with the pathway. For example, 109 customers have received 3 referrals or actions, 86 customers have received 5 referrals or actions, and 2 customers have received 13 referrals or actions, because of their contact with the pathway.



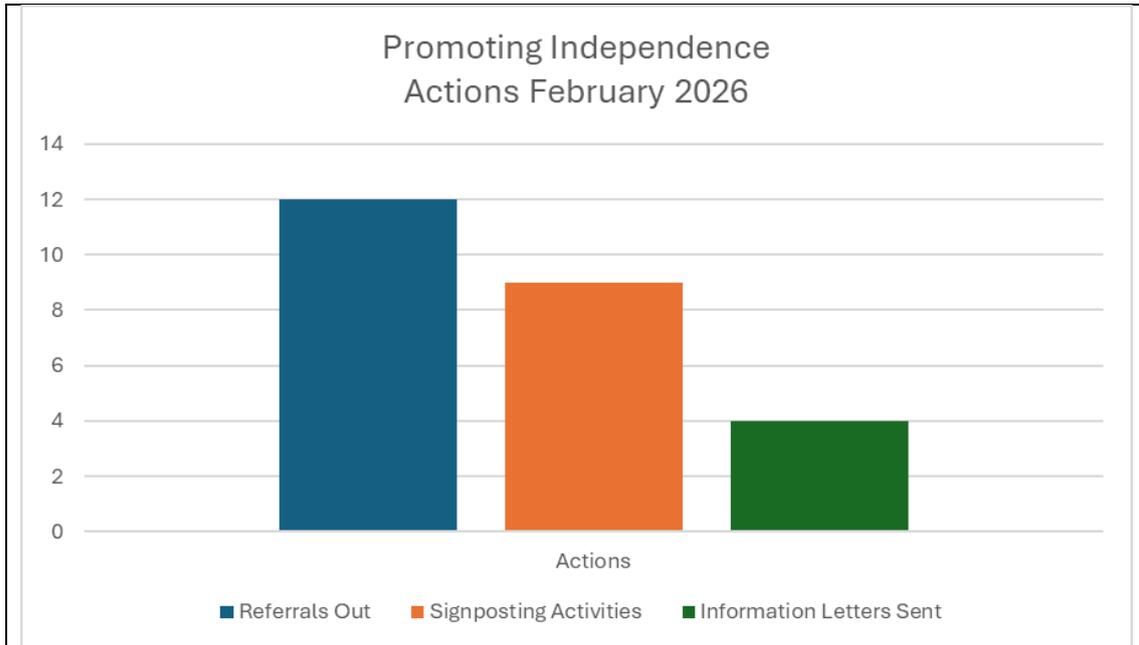
Promoting Independence

Promoting Independence is a new workstream lead by Norfolk County Council which uses Artificial Intelligence to identify residents who may be at risk of falls.

Letters are sent via Norfolk County Council in batches. Contact is then made by an Officer based at NNDC.

In February, **78** customers were contacted. Of these, **29** opted into the service, **35** opted out of the service and **14** did not respond to contact attempts.

Of the 29 customers opting in to the service:



The number of residents connected with has increased, which likely relates to the growing maturity of the project.

The number of opt ins has increased, however the ratio of opt ins to opt outs remains roughly the same.

Promoting Independence Case Study

Mrs C is in her early 90s and living alone in a rural and isolated community. She recently stopped driving which has impacted her social life, leaving her increasingly isolated and feeling bored.

Mrs C’s daughter does visit during the weekends and evenings to help and Mrs C gets picked up once a month to attend an art society group.

Following her call, the Outreach Officer referred her to Community Action Norfolk and initial conversations with Future Projects have already taken place.

In addition, Mrs C was sent a letter, which included leaflets for North Norfolk Community Transport and signposted her to Poppy the Wheelie Boat.

Mrs C was very pleased with the call and was very excited to get some independence back.

Healthier Towns

Fakenham

- On the 10th February, the Healthier Fakenham information session and launch event were held. The launch was well attended, with approximately 30 attendees. Presentations were given by the 12th Man

and Kooth, plus a presentation on local data and statistics and an introduction to Healthier North Norfolk.

- A PositiviTea event followed the launch and information session.

Feedback from attendees to the PositiviTea included:

- ***That it was “friendly, informal and light”***
- ***“ You could ask anybody anything”***
- ***“there was no pressure to do anything or make any commitments”***
- ***“Everyone was really friendly”***
- ***“I felt so welcomed”***

Aldborough

- On the 20th of February, the Healthier Aldborough information session and launch was held.
Presentation were given on local data and statistics, social isolation and carers.
- A number of small initiatives were agreed on the day.
- Several members of the Community Centre team will undertaken Mental Health First Aider training.

Stalham

- On 27th February, the Healthier Stalham information session and a PositiviTea Session were held, with a particular focus on mental health. 29 local organisations/residents attended. The 12th Man gave a presentation on male suicide and mental health and Mind presented on the impact of change on mental health.
- As a result of the event on the 27th, two local barbers and staff from the pub have requested mental health first aider training.
- The headteacher of Stalham High School has arranged for school access to the Parish Church and for the Family Hub to work with them on a series of events for the students.
- The foodbank agreed to run basic cookery sessions at the town hall.
- A remedial art tutor has requested time to run an art group.

Members are advised to contact Catherine Van Battum, Health and Communities Team Leader, directly for further information regarding the Healthier Towns initiatives.

Other Service News

Poppyland Radio Shows

In February, two new shows were recorded:

- **National Heart Month:** How do we look after our inner selves and why is it important to do so? Spencer McCormack explains how to care for our heart and other vital organs so that we can stay healthier for longer
- **My Medical Support:** when their daughter was born with a rare condition, parents Scott and Jess were inspired to create a life-saving medical ID service anyone can rely on in an emergency.

North Norfolk Health and Wellbeing Partnership

The Working Group Leads have been working with Norfolk Community Foundation to launch: <https://www.norfolkfoundation.com/funding-support/grants/groups/north-norfolk-health-and-wellbeing-partnership-fund/>
In addition, we have been liaising with the organisations the Partnership chose to fund directly to ensure they are aware of the reporting and evaluation expectations required by the Partnership.

The North Norfolk Health & Wellbeing Partnership Prevention Working Group met on 12th February to learn about Adult Social Care Transformation and to discuss North Norfolk work programmes linked to Prevention.

Leisure

Leisure Contract

As reported in previous months visits to our sports and Leisure facilities in January and February were down on the same time last year which can mainly be attributed to the works being carried out at Fakenham on the new swimming pool and gym extension. This works has reduced the facilities available to members and therefore visits have been reduced by around half. Health and Fitness memberships across the contract sat at 3564, which is an increase on the number reported at the end of December. Total visits for January and February were 37853 and 28495 respectively.

Works on site at Fakenham continue to progress well with many areas ahead of schedule.



Countryside

The Rangers have completed a large amount of tree management works across all sites over the winter period and before the start of bird nesting season. Long term member of the team Steve White has moved on to a new role in Norwich and we hope to be able to recruit a new Countryside Ranger soon.

The first phase of the Eco Community Classroom project is now complete with the main building works finished. Our ranger team and volunteer group will now be working on landscaping and fencing around the facility in the coming weeks, and then the final phase will see new energy generating outdoor gym equipment and educational interpretation installed into the picnic area adjacent to the classroom.



Countryside events for the year will kick off with Easter Egg Hunts at Sadlers Wood and Holt Country Park, with further events scheduled for each of the subsequent school holidays throughout 2026. Additional funding has also been secured to provide a further short programme of events and activities as part of the Green Futures Youth Project

which the Rangers have been delivering on behalf of the North Norfolk Youth Advisory Board.



Blue Flag Beaches & RNLI

Blue Flag signage is being updated across our resorts ahead of the bathing season along with new notice boards which provide all the necessary additional information required as part of the Blue Flag Award process. Keep Britain Tidy have estimated an announcement on this years awards towards the end of April.

The RNLI are delivering new lifeguard training courses around Easter time to ensure that their cohort for the season are fully qualified and ready to start at the end of May. There are no concerns regarding the number of lifeguards available to work on our beaches this year.

Pier Pavilion Theatre

The first concert of the year in the theatre took place on February 18th with 353 people attending *Taylormania – The Taylor Swift Tribute*. Concert sales in general have started strong with 7979 tickets sold up to 8th of March, which is 1623 more than at the same time last year. Some of the most popular shows in terms of sales so far include *Talon – Eagles Tribute*, *Dreams of Fleetwood Mac* and *The Ultimate Classic Rock Show*.

Markets

The first Wednesday Market of the season will be on 1st April at Sheringham and these will run right through to the end of September at least. Trader numbers for both Sheringham markets remain steady and very similar to last year. The team are also working through a number of new applications which have been received. Additional themed markets are now being planned for the year and will be advertised very soon

Physical Activity Development

Officers continue to work with Norfolk FA and The Football Foundation to submit an application for grant funding to provide a new 3G football facility on the Fakenham Sports Centre site. This application has been heard at the Football Foundation's case conference and we are waiting to hear back regarding the project's next steps. It should be noted that there are still some obstacles facing this project but we are hopeful of being able to overcome them.

Locality Officer Updates

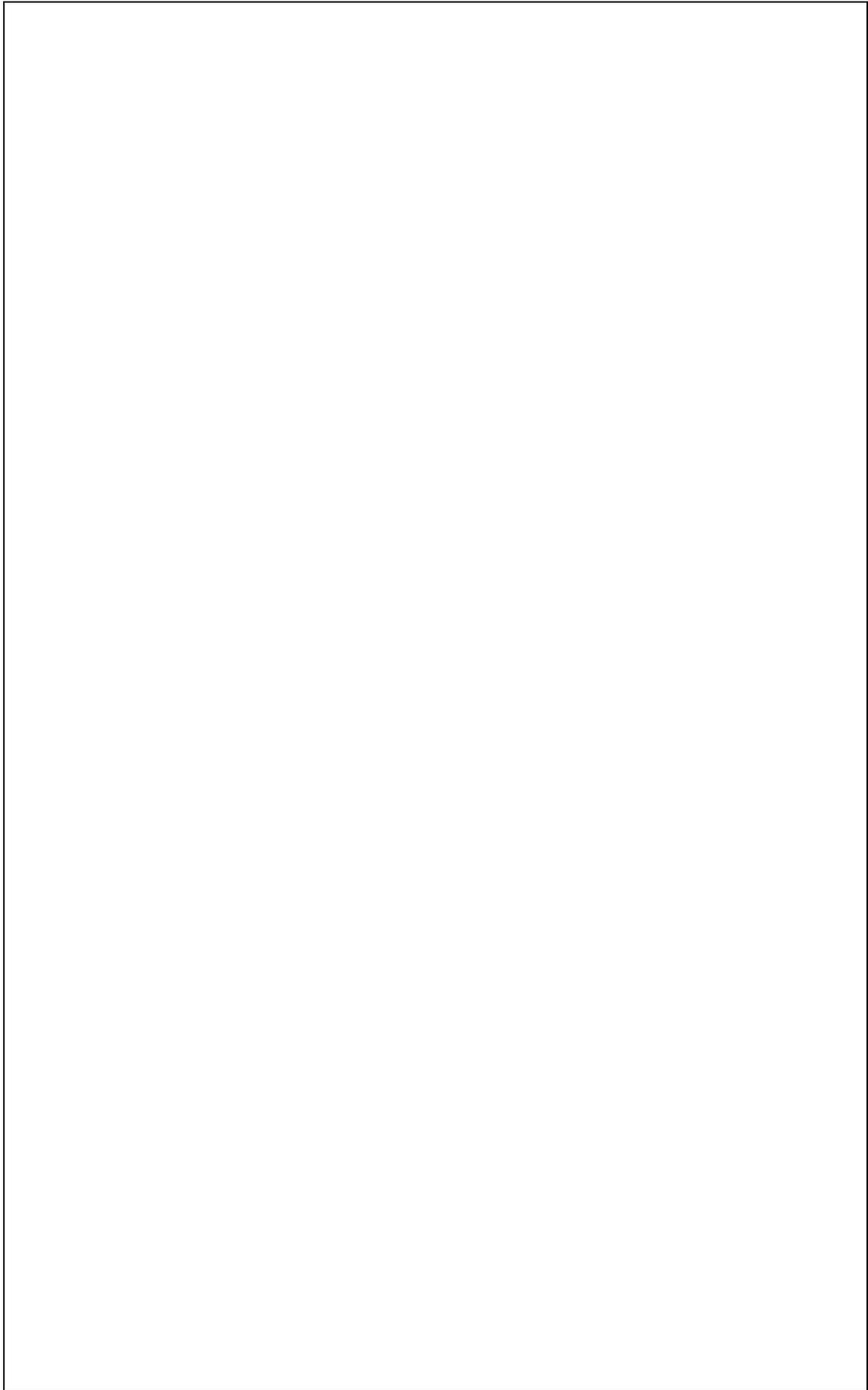
Big Norfolk Holiday Fun – Easter provision has been approved for 5 providers (EP Youth, Holt Youth Project, Premier Education, The Treasure Box and Everyone Active) with sessions to be held across the following locations- North Walsham, Fakenham, Sheringham, Stalham, Holt). Discussions with additional providers who might come on board in the Summer are underway.

About with Friends – The team have worked up and submitted an application to Sport England's movement fund in association with About with Friends. If successful these funds will help to deliver a Wellness Hub for their members, which will also be available to hire by the wider public.

Hire Hubs- I have created the online and paper questionnaire which will give us an understanding on what equipment residents would like. These will be sent to local schools and be available to complete at each library.

Cromer Academy equipment loan scheme - £2500 has been agreed to allow the school to create an equipment loan scheme which will primarily focus on providing equipment to Pupil Premium students. There will be a big focus on the correct football boots to allow students to use the 3G pitch and the school will be able to support pupils with other equipment at their discretion.

Fakenham Junior Parkrun- Application has gone into the Family Hub for the start up costs for the junior parkrun.



--

2 Forthcoming Activities and Developments.
--

E-TIP project – installation of Phase 1, late March 2026 On-going Town of Culture EoI development with cultural and community stakeholders in towns in North Norfolk

3 Meetings attended

Norfolk Tourism Best Practice group

This page is intentionally left blank

Workforce Development and People Strategy	
Executive Summary	<p>This report presents the Workforce Development and People Strategy, Learning and Development Strategy and the Role Model Manager Framework for approval by Full Council.</p> <p>The documents set out NNDC's approach to developing and supporting its workforce and ensuring readiness for Local Government Reorganisation (LGR).</p> <p>The strategies aim to ensure NNDC attracts, retains and develops a skilled, motivated and engaged workforce. Failure to implement presents risks, including the possibility of reduced employee engagement, higher staff turnover, reduced quality of service and weakened recruitment and retention capability.</p> <p>The adoption of the Workforce Development and People Strategy, Learning and Development Strategy and Role Model Manager Framework is recommended to support organisational stability, promote staff development and ensure NNDC and its staff are well positioned to navigate the challenges and opportunities associated with LGR.</p>
Options considered	A review was undertaken of people strategies from Local Authorities both locally and nationally.
Consultation(s)	The Workforce Development and People Strategy has been shared with JSCC for comment.
Recommendations	To approve and adopt the Workforce Development and People Strategy, Learning and Development Strategy and Role Model Manager Framework.
Reasons for recommendations	The adoption of the Workforce Development and People Strategy will promote good practice in line with other organisations, invest in the development of the workforce and achieve readiness for LGR.
Background papers	Workforce Development and People Strategy Learning and Development Strategy Role Model Manager

Wards affected	N/A
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Susan Sidell, HR Manager, susan.sidell@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	The strategies proposed are required to ensure the Council has robust recruitment and retention policies, enabling the delivery of projects and supporting the Corporate Plan Objectives.

Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	<p>Once approved The Workforce Development and People Strategy will become a Council Strategy, this will link with the below Council Policies and Strategies;</p> <ul style="list-style-type: none"> • Corporate Plan • Learning and Development Strategy • Role Model Manager • Learning and Development Guide

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

1. Purpose of the report

1.1. The purpose of this report is to present the North Norfolk District Council Workforce Development and People Strategy, setting out the Council's approach to workforce development, wellbeing and inclusion, giving consideration to Local Government Reorganisation (LGR).

1.2 The strategy lays out the priorities and plan to attract, retain and develop a skilled and engaged workforce to support NNDC's Corporate Plan and statutory responsibilities, whilst taking part in the LGR process for Norfolk.

2. Introduction & Background

2.1. The Workforce Development and People Strategy is being put forward to support NNDC's commitment to its officers, to build skills and resilience and to prepare for changes that may take place through LGR. The Workforce Development and People Strategy has previously been shared with the Joint Staff Consultative Committee and members of Unison. As well as being subject to review through the internal audit process.

2.2. The strategy is designed to allow the organisation to fulfil the priorities set out within the Corporate Plan, by ensuring the workforce is skilled, engaged and adaptable.

2.3. The strategy has been informed by the NNDC Staff Engagement Survey which was carried out in 2024.

3. Proposals and Options

- 3.1. The strategy includes a number of key priorities to ensure the officers of NNDC are placed in the best position in the run up to LGR. These include;
- Attract and retain ambitious and motivated talent
 - Support our staff and ensure development needs are met
 - Develop motivational managers and leaders
 - Build resilience into our workforce through promoting and supporting employee wellbeing
 - Develop a diverse workforce where everyone's contribution is valued
 - Continue to ensure strong governance in all we deliver
- 3.2. The Workforce Development and People Strategy will introduce the following principles;
- We will continue to invest in our staff through our Learning and Development Strategy and succession planning, in order to build resilience into our organisation to face challenges that arise.
 - We will continually review our benefits offering to ensure that NNDC is an attractive employment prospect for current and prospective employees.
 - We will respond to opportunities as an organisation through developing competency within our staff.
 - We will recognise exceptional contribution to the organisational goals and objectives.
 - We will develop systems and processes to make the cascading of information throughout the organisation as effective as possible.
 - We will encourage and engage our staff to embed net-zero into all we do within NNDC.
 - We will create a motivational team of managers through a role model manager who will inspire and encourage innovation and high performance.
 - We will make workforce plans in response to external factors, collaborating with our staff and partners whenever it is possible and appropriate to do so, ensuring that we have the right staff and the right skills in the right roles.
- 3.3. NNDC's commitment to employees as outlined within the strategy is as below;
- **Investing in our people** – we will strive to provide officers with the tools and techniques required to carry out their roles, committing to access the appropriate training and enable officers to the very best in their role.
 - **Planning our future workforce and being an employer of choice recognising the uncertainties of LGR** – we are ambitious to become an employer of choice. We will look to provide the opportunity to grow our own making use of the apprenticeship levy, recognising the importance of succession planning and talent management for our future success.
 - **Building leadership and Management capability in relation to our people and position them in the context of opportunities arising through LGR** – we recognise that in order to deliver on our promise to our people we need to invest in our leaders and managers.
- 3.4. To allow NNDC to deliver on both the principles and the commitment to employees to support them through LGR, the Workforce Development and People Strategy will focus on three distinct areas;
- Involvement in Change
 - Motivational Leadership
 - Personal Development

3.5. As part of the offering to officers both in terms of successful implementation of the Workforce Development and People Strategy and in preparation for LGR, a Learning and Development Strategy and Role Model Manager Framework will be implemented. These documents can be viewed as appendices to this report.

4. Corporate Priorities

4.1. As detailed previously the strategy makes reference to and aims to assist NNDC to achieve the ambitions laid out within the Corporate Plan and prepare officers for LGR.

5. Financial and Resource Implications

5.1. There are no direct financial implications resulting from this report beyond the established training and workforce development budgets approved as part of the budget process. Any additional resourcing implications resulting from the implementation of the Workforce Development and People Strategy will be presented to the AD for Corporate Services, Chief Executive and Director for Resources and S151 Officer in line with agreed processes.

Comments from the S151 Officer:

The successful implementation of these strategies will reduce the financial and operational risks associated with any increased vacancies or staff churn.

6. Legal Implications

6.1. There are no legal implications resulting from the implementation of the Workforce Development and People Strategy.

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.

Whilst there are no legal implications in implementing the strategy itself, prior engagement with managers, consideration of employment laws and Equality Act duties, as well as GDPR considerations should be complied with.

7. Risks

7.1. The risks of not approving implementation of the Workforce Development and People Strategy at a time of potential uncertainty as a result for LGR could be a disengaged workforce leading to a high level of employee turnover and the inability of NNDC to provide high quality service to residents during the transition to new unitary authorities.

7.2. The risk of not approving the implementation of the Learning and Development Strategy and Role Model Manager Framework is an impact on the ability to

recruit successfully, poor retention and poor employee morale, which will again lead to poor service delivery.

7.3. The risks in the context of LGR are the workforce of NNDC are not fully skilled and positioned to compete for roles within a new unitary authority.

8. Net Zero Target

8.1. N/A

9. Equality, Diversity & Inclusion

9.1. An equality impact assessment will be undertaken following approval of the strategy. As drafted it is not believed that there would be any negative impacts on equality issues. The intention is for the Workforce Development and People Strategy and the Learning and Development Strategy to apply to all officers of the Council.

10. Community Safety issues

N/A

Conclusion and Recommendations

The Workforce Development and People Strategy, alongside the Learning and Development Strategy and the Role Model Manager Framework will assist NNDC in attracting and retaining talent and prepare the workforce to transition to roles within the new unitary authorities.

It is therefore recommended that Full Council formally approve the adoption of the following;

- The Workforce Development and People Strategy
- The Learning and Development Strategy
- The Role Model Manager Framework

This page is intentionally left blank

WORKFORCE DEVELOPMENT AND PEOPLE STRATEGY

March 2026



NORTH
NORFOLK
DISTRICT
COUNCIL

Introduction

The North Norfolk District Council (NNDC) Corporate Plan to 2027 sets out a clear and ambitious vision for the foreseeable future of North Norfolk, through the following objectives:



OUR GREENER FUTURE

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



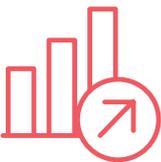
DEVELOPING OUR COMMUNITIES

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



MEETING OUR LOCAL HOUSING NEED

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



INVESTING IN OUR LOCAL ECONOMY AND INFRASTRUCTURE

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



A STRONG, RESPONSIBLE AND ACCOUNTABLE COUNCIL

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

Our staff are key in our ability to deliver our ambitions and corporate plan. We recognise that our staff work in partnership with our contractors and other public sector organisations to provide a consistent level of service.



The Workforce Development & People Strategy sets out our priorities to ensure that we have the right talent and skills, knowledge and experience to deliver our priorities. We will work collaboratively, creating an inclusive, supportive and positive environment for our staff, who deliver high quality services to our local residents and communities.

In order to plan our workforce and staffing resources in the most effective way, we will engage with our teams to:



Attract and retain ambitious and motivated talent



Support our staff and ensure their development needs are met



Develop motivational managers and leaders



Build resilience into our workforce through promoting and supporting employee well-being



Develop a diverse workforce where everyone's contribution is valued



Continue to ensure strong governance in all we deliver

The plan covers all aspects of workforce development, at individual, service and organisational level. The action plan is designed respond to the opportunities and challenges.

Councillor Tim Adams
Leader of the Council

Principles

- 1** We will continue to invest in our staff through our Learning and Development Strategy and succession planning, in order to build resilience into our organisation to face challenges that arise
- 2** We will continually review our benefits offering to ensure NNDC is an attractive employment prospect for current and prospective employees
- 3** We will respond to opportunities as an organisation through developing competency within our staff
- 4** We will recognise exceptional contribution to the organisational goals and objectives
- 5** We will develop systems and processes to make cascading of information throughout the organisation as effective as possible
- 6** We will encourage and engage our staff to embed net-zero into all we do within NNDC
- 7** We will build a culture of trust, honesty and respect through our staff living our values
- 8** We will create a motivational team of managers through a Role Model Manager who will inspire and encourage innovation and high performance
- 9** We will make workforce plans in response to external factors, collaborating with our staff and partners wherever it is possible and appropriate to do so, ensuring that we have the right staff and the right skills in the right roles

This strategy and the above principles are particularly important given the LGR journey on which NNDC has recently embarked. The actions included below will provide a renewed focus on learning and development, quality engagement with officers of all levels and wellbeing as we move forward in the transition period.

NNDC's commitment to you

Investing in our people - we will strive to provide officers with the tools and technology required to carry out their roles, committing to access to appropriate training to enable officers to do the very best in their role.

Planning our future workforce and being an employer of choice recognising the uncertainties of LGR - we are ambitious to become an employer of choice. We will look to provide the opportunity to grow our own making use of the apprenticeship levy, recognising the importance of succession planning and talent management for our future success.

Building leadership and Management capability in relation to our people and position them in the context of opportunities arising through LGR - we recognise that in order to deliver on our promise to our people we need to invest in our leaders and managers.

We will achieve the above by focussing on three drivers for staff engagement identified through the employee survey and employee representative workshops.

Involvement in Change

What we need

- Clear objectives and corporate goals
- Improved internal communication
- Officers to view change as positive
- Officers to feel empowered to be involved and contribute to continuous improvements
- Officers to take personal responsibility for their individual involvement and become an active part of the improvements we make

What does success look like

- We will provide opportunities for constructive input and value the input
- We will give our staff courage and trust in a confidential environment for their voice to be heard
- We want to attract and retain talented, innovative and motivated staff to NNDC

Activity	Year 1	Year 2	Year 3
Review internal Communication Strategy and consider delivery of Internal Communications to focus on maximising employee communication and involvement, driving corporate goals/messages/successes and achievements.	Commence	Continue	Review
Deliver change learning across organisation to help all staff identify the benefits of continual improvement.	Commence	Review and Continue	Review and Continue
Review the Recruitment and Retention process to support fast, effective and high quality appointments. Ensure all managers are training on the process.		Commence	Review
Continue to “Grow your Own” by ensuring effective and efficient use of the Apprentice Levy for new and existing members of staff.	Commence	Review and Continue	Review and Continue
Embed resilience into the Organisation through collaborative working and well-being focussed staff activities.	Commence	Review and Continue	Review and Continue
Enhance the onboarding process including managers to identify skills gaps in probation periods of new staff to ensure NNDC achieve 100% successful recruitment at the conclusion of probationary periods.	Commence	Review	

Motivational Leadership

What we need

- Consistent, high-quality leadership
- Clear direction through two way feedback and regular discussion
- Net zero ambitions to be embedded through performance management and corporate values

What does success look like

- We will work towards consistent and inspirational managers who will lead their teams equitably and fairly
- Strong communication to enable effective leadership, driving our corporate goals and ambitions
- A network of managers who will inspire, be confident to make changes for the benefit of the service and successfully bring others on the change journey

Activity	Year 1	Year 2	Year 3
Develop a management competency framework to support our expectations of our managers and leaders, and equipping our managers to have confidence and add value.	Commence	Continue	Review
Provide Management Development programmes and training to complement our management competency framework, making available to current and aspiring managers. Including focus around ownership of climate and net zero organisational goals.	Commence	Continue	Review
Review NNDC check in process to ensure it is fit for purpose, and actively creating a safe environment for open and honest continual two-way feedback.		Commence	Review
Create a Future Leaders Programme to support the NNDC succession planning, developing future inspiring managers and leaders and building resilient into the organisation.		Commence	Continue and Review
Empower managers to regularly check in with their teams to assess their workloads, the resources they require to do their job and other support they may wish to discuss to support their wellbeing.	Commence		

Personal Development

What we need

- To build strong culture of excellence within its staff
- Empower staff to deliver high quality services
- Be rewarded with a fair benefits package
- Attract and retain high calibre staff aligned with our goals and values

What does success look like

- Ensure we have a fair reward system to attract and retain high calibre staff
- Continue to “grow our own” talent
- Develop a transparent approach to succession planning
- Provide accessible training to all staff, ensuring fairness and equity
- Staff feel they are fairly rewarded and recognised for their work

Activity	Year 1	Year 2	Year 3
Implementation of the L&D Strategy to demonstrate the NNDC commitment to continual staff development.	Commence	Review and Continue	Review and Conclude
Develop a Training Network across the NNDC whereby peers/colleagues can collaborate to share knowledge/experience within an informal environment.		Commence	Review
Education, promotion and raising awareness of our Net Zero commitments.	Continue	Continue	Continue
Promote an accessible and easy to use training platform/library of all resources available to staff. Allowing staff to identify, with manager support, personal development they can access and when.	Continue	Continue	Continue
Create a “buddy” system for our staff to collaborate with one another – whether to support each other with physical or psychological support, or training/ knowledge sharing.		Commence	Review and Continue
Review ownership of training budgets and application for training process.	Commence	Review and Continue	Review and Continue
Design an approach to celebrating achievements and success.	Commence	Review and Continue	Review and Continue

Success

We will know we are succeeding when:

- There is a balanced relationship between the organisation and staff
- We can communicate with each other across the organisation more effectively
- Effective recruitment and retention
- Increased engagement and well being of officers across the organisation

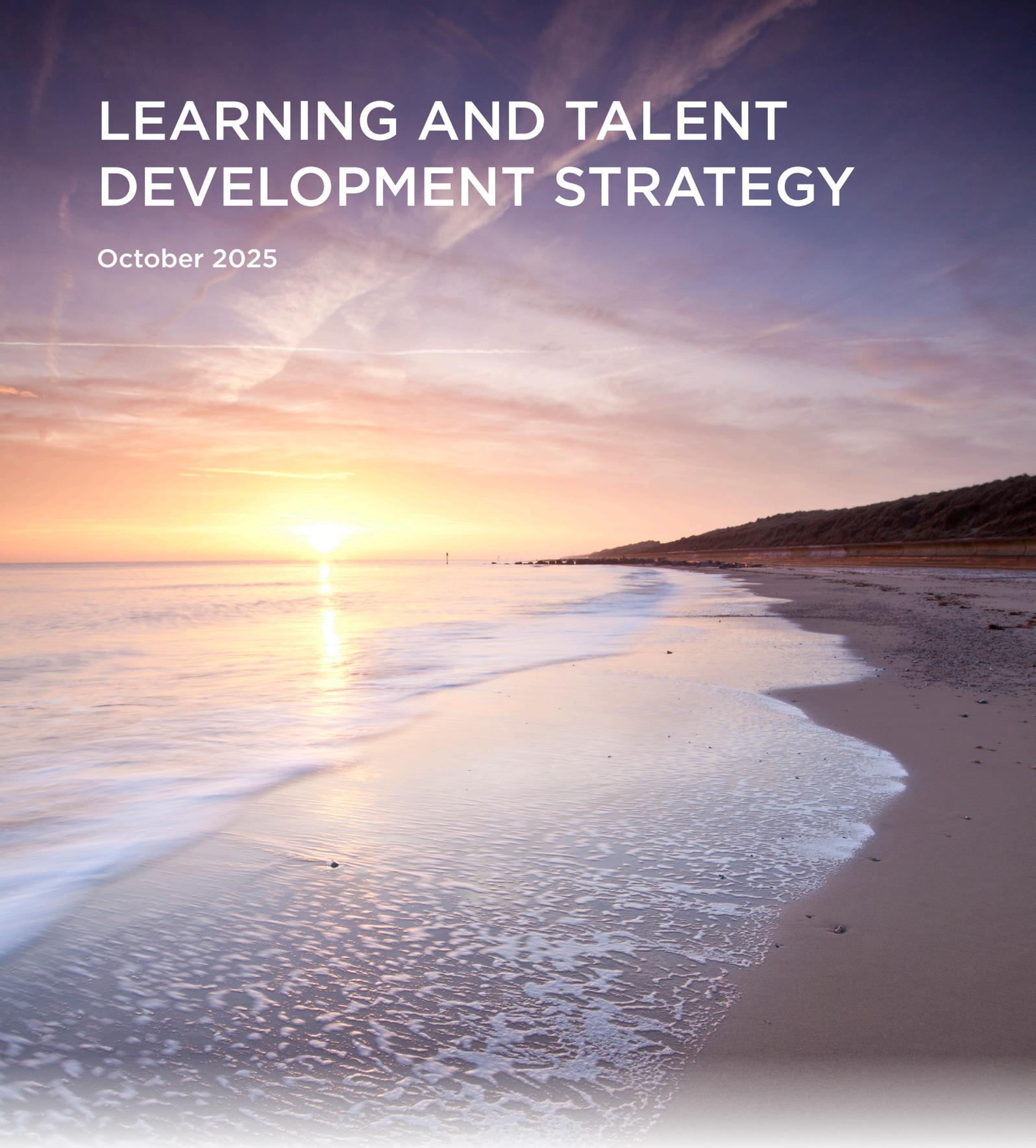
Progress will be monitored through:

- Quarterly reporting to the JSCC
- Keeping staff updated through the staff briefing process
- Encouraging ideas and thoughts from you on progress through team meetings and one to ones
- Reviewing the delivery of the Workforce Development and People Strategy with CL



LEARNING AND TALENT DEVELOPMENT STRATEGY

October 2025



1. Introduction

The ability for organisations to evolve and thrive is inextricably linked to the capability and performance of its people, therefore for success to be a reality learning and development (L&D) must be at the core of how organisations operate.

Evidence shows that learning has a clear link to growth, innovation, and motivation. Organisations that prioritise L&D respond faster to change, practice more effective problem solving and deliver increased productivity through a culture of high performance. Therefore, for North Norfolk District Council (NNDC) to maximise the potential of our workforce, deliver against ambitious objectives and remain competitive in a challenging and complex labour market, we must think strategically about how we invest in, and develop our human capital: the knowledge and abilities of our people.

This L&D Strategy seeks to:

- Provide a platform to identify current and future skill, knowledge, and behaviour gaps through the development of a learning needs analysis framework (LNA) framework.
- Build on the capabilities of our current workforce by delivering an annual programme of learning designed to fill gaps identified through the LNA process at an organisational, team and individual level.
- Contribute towards the intrinsic reward needs required to maintain a positive working culture through greater job satisfaction and organisational commitment, resulting in a reduction in absence, and an increase in performance and retention.
- Maximise internal resources through the upskilling, reskilling, and utilisation of existing talent.
- Ensuring that the in depth level of knowledge obtained by experienced, long serving employees is retained in the Council through effective knowledge management processes and succession planning.
- Improve people management through the implementation of a manager competency framework and talent development programme with a focus on increasing performance relating to personal performance, people management, working culture, and stakeholder engagement.

All learning, whether delivered through the Organisational learning programme or through other means will be accessible to all, where spaces or opportunities for learning and development are restricted, fair, and transparent processes will be followed to ensure there is no discrimination in accessing development opportunities and learning resources. There may be occasion when it is deemed appropriate to limit access or provide additional resources to develop the skills of under-represented groups within the workforce or when a business critical need has been identified.

2. Strategy

Learning is currently formed of two specific areas, Corporate Training and Service Training.

Corporate Training sits within the responsibility of HR and covers corporate learning needs, competencies, and values. It identifies and addresses the knowledge skill and behaviour learning needs required to meet our corporate objectives. For example, digital skills that allow our employees to work more effectively and efficiently, Customer Service skills, to enhance customer experience and environmental sustainability in order to meet our net zero agenda.

Service Learning provides learning that is service specific and provide the technical knowledge that is required for employees to undertake their specific roles. Managers and Assistant Directors are responsible for the delivery of Service related learning.

This strategy seeks to align these two areas ensuring learning spends and activities are recorded, and a central, equitable and corporate approach is taken to assessing and delivering the L&D needs of the workforce at both a corporate and departmental level.

We will achieve this by breaking learning down into four key and distinct areas: Organisational Learning, Team Learning, **Page 118** Individual Learning, and Talent Management.

Organisational Learning

- Learning that is closely aligned to organisational objectives, values and competencies.
- Providing systems and processes that enable learning that is accessible at all levels.
- Driving force for creating a learning culture that celebrates and promotes learning.

Team Learning

- Line managers are empowered and encouraged to provide time and space for learning.
- Systems in place to assess and identify current and future skill gaps that impact delivery.
- Line managers provided the tools and support to meet learning and development needs.

Individual Learning

- Resources that allow individuals to design personalised, tailored learning programmes.
- Employees work within an environment that supports and makes time for learning.
- Structures that provide opportunities for individuals to put learning into practice.

Talent Management

- A model manager framework, designed to embed desired competencies and behaviours.
- A programme of learning for existing managers to utilise and tailor to their needs.
- A more structured programme of learning providing a pathway for our future leaders.

Organisational Learning

Organisational learning will replace Corporate training. Its purpose is to provide inclusive access to learning for all staff that directly relates to the corporate objectives, competencies, values, and desired behaviours of the Council, and will include all mandatory training.

In addition, the Corporate Learning Programme will be the driving force for cementing a learning culture across the organisation where learning and development is celebrated, rewarded, and promoted at the most senior level.

The Corporate Leadership Team (CLT) will actively participate in setting learning priorities and identifying the skill, knowledge and behavioural gaps that hinder progress at a corporate level. From this analysis an annual organisational learning programme will be delivered which allows us to respond quickly to the changing needs of the Council and provide learning when and where it is most needed.

Team Learning

Line managers are key to shaping workplace culture and fostering a work environment that is healthy and productive. To enable this, we will design and implement consistent processes that effectively identify learning needs against service delivery requirements and ensure learning development plans are adopted accordingly. In addition, Managers will be given the skills and tools required to assess learning impact. Progress against development plans and learning impact will be monitored through the Councils reporting processes.

There will be a more centralised approach to service learning, which will allow us to monitor and report on service learning, identify potential savings through collaboration and knowledge sharing and ensure an equitable, compliant and consistent approach to learning is applied.

Individual Learning

This strategy recognises that Individual learning does not need to be about progression or career development and participation in learning will not necessarily lead to career growth. However, we acknowledge that people's roles, the technology we are using and the external and internal environment are constantly evolving and as such individual's knowledge and skills need to evolve at the same pace in order to optimise organisational performance.

Individual learning needs will be established through a learning needs analysis against the individual's job role, this will take place annually and when changes to job descriptions occur. From the emerging development plans we will ensure that all of our workforce is being provided with both the skills and knowledge required to undertake their roles effectively. Progress against development plans will be monitored through the Councils check-in process.

Talent Management Programme

We will implement a talent management programme that will enhance the people management capabilities of the Council. This will be achieved through the introduction of a Model Manager framework and accompanying learning programme designed to develop the knowledge, skills and behaviour of our existing and aspiring managers, ensuring all of our people managers are equipped to handle core people issues including conflict resolution, performance, capability, poor behaviour, employee engagement, wellbeing, coaching for development and creating diverse and inclusive cultures, all vital to optimising performance.

3. Method of Delivery

Learning Delivery

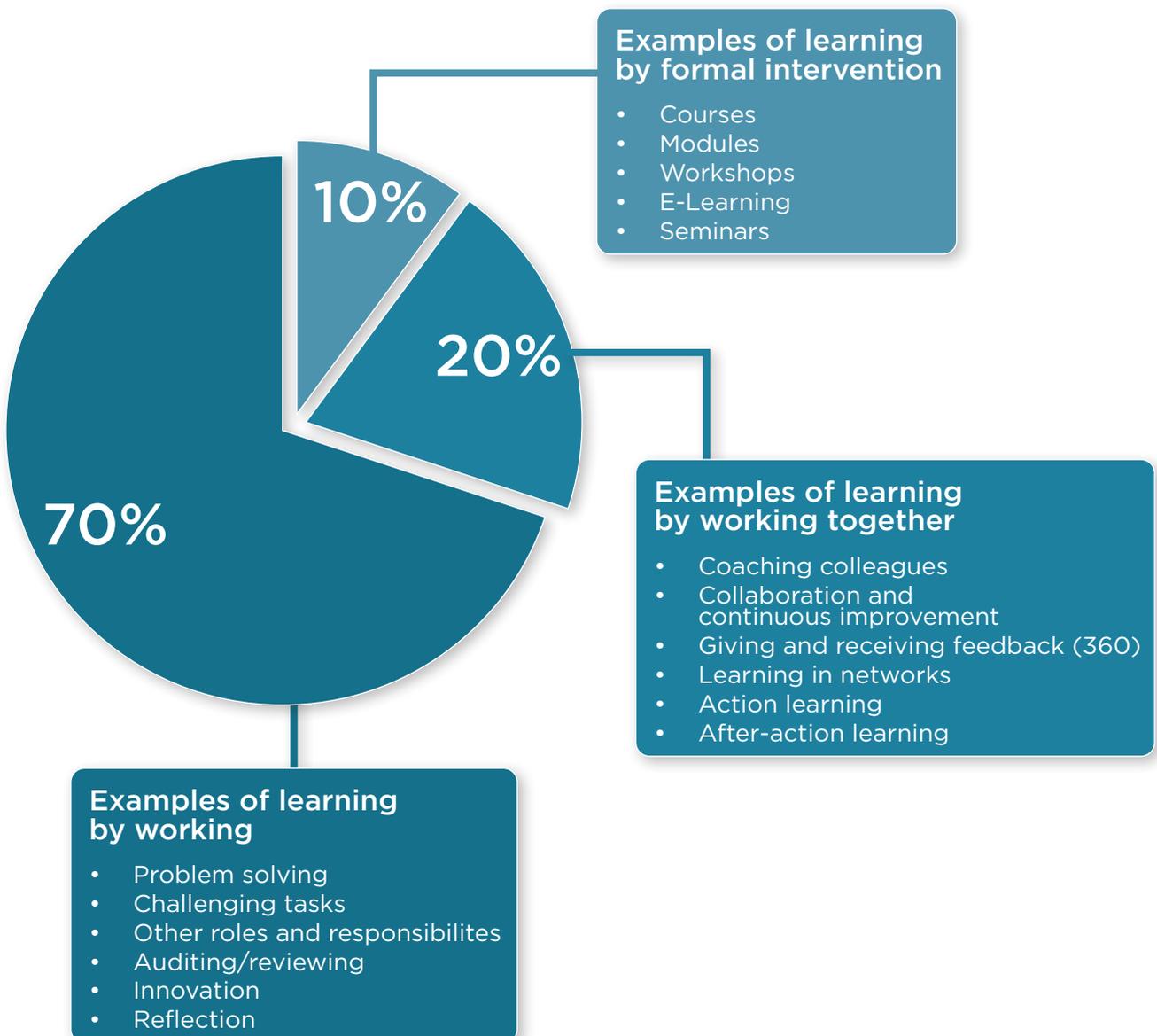
NNDC has traditionally relied on in-house (face to face) learning through the delivery of workshops and courses provided by external trainers. This is a similar case with service learning in which external courses, and face to face training are frequently relied upon to update technical knowledge. Whilst this approach has its merits, and in some circumstances, provides the best format to deliver particular knowledge, psychology in relation to learning informs us that the majority of what we learn is delivered through personal experience and social interactions.

To reflect this, we will adopt the 70:20:10 learning model to deliver L&D initiatives, in doing so we will shift the focus from delivering formal learning solutions to integrating learning into the flow of work. The 70:20:10 model is based on the principle that:

70% of learning comes from experience, experiment, and reflection.

20% derived from working with others.

10% comes from formal interventions and structured learning solutions.



The purpose of the 70:20:10 model is not to separate learning and working, but to strengthen the synergy between them to make the learning solutions mutually reinforcing.

Learning paradigm
Focus on the learning solutions: the 10
Learning is the result of a skills gap
Analyses the learning need
Develop and deliver formal L&D Solutions
High focus on learning goals
High focus on content of learning
High focus on theoretical knowledge (what)
High focus on the classroom, workshop, or e-learning platform
Learning is an event in itself
Learning is separated from work

70:20:10 performance paradigm
Create connections between learning and working, by learning by working
Learning tackles performance and behavioural problems within the organisation
Analyses performance needs at an organisational level
Develop learning solutions that improve organisational performance and learn from this
High focus on performance goals
High focus on context as well as content
High focus on the practical knowledge (the how)
High focus on the entire organisation
Learning is a constant process and part of overall performance
Learning and working are integrated

Knowledge Management

North Norfolk District Council has a number of standalone and unique posts, and a record of long service. This brings a wealth of in-depth, specialised local knowledge and expertise that cannot be replaced. This poses a risk when such post holder leaves the Council. Without knowledge transfer structures and processes in place, this knowledge that has taken years, if not decades, to accumulate leaves the Council with the employee. Continuous knowledge transfer and mentorship throughout the employee lifecycle will ensure the unique local knowledge is retained for the benefit of our communities.

This Strategy seeks to provide processes and structures that allow for knowledge transfer through mentor programmes and internal work experience programmes. In addition we will utilise the expertise we have in house by providing people the opportunity to share their knowledge through a series of in-house workshops, lunch and learns, how to videos and formal knowledge management processes.

What learning will look like:

Digital Learning	Revised Skillgate platform with condensed content but more tailored to NNDC. This platform will include functionality to record CPD, monitor and report on mandatory training, undertake learning needs analysis at a team level, complete staff surveys and 360 feedback.
Knowledge sharing platforms	Utilising Teams and SharePoint to collate learning materials such as articles, webinars, podcasts, access to e-learning, lunch and learn and breakfast sessions.

Internal skills banks	Utilising the skills that already exist in the Council by having subject experts holding Q&A sessions, videos, lunch and learn and bitesize workshops in their subject field, this can be within a service or organisation wide, i.e. (IT skills).
Learning hubs and libraries	Access to Perlego, an online library service with over 1M books covering 950 topics. An organisation subscription for all staff to access.
Classroom learning	For the times traditional face to face learning is the best option this will be provided but will be followed up by frequent opportunities to apply that learning.
Bitesize motivational workshops	Bitesize workshops in house or online delivered by trainers, motivational speakers, members of the community and NNDC employees.
Corporate learning days	Incorporate 3 learning days per year, where events take place across the Council. To include; <ul style="list-style-type: none"> • Service area open days, show and tell and on/off site learning experiences in order to understand the work of other departments. • Inspirational keynote speakers, short sessions in the Council Chamber • Workshops held by Senior Leadership providing learning on key organisational issues. • Networking/social events facilitated informal lunch will be provided on these days for staff to network. • Celebrations, these days will be used to celebrate learning achievements, whether that is the completion of an apprenticeship or recognising someone who has implemented a positive change as a result of a learning initiative.
Internal Apprenticeships	We will utilise the Apprenticeship Levy to upskill or reskill individuals. Apprenticeships will be available at all levels from NVQ to degree level.
Degree Apprenticeship programme	Build a 'grow our own' apprenticeship programme for hard to recruit areas such as Environment Health, Planning and Legal.
Mentorships	Structured mentor programme where staff have access to mentorship within a specific area of expertise, this can be upwards and downwards and not hierarchical.
Coaching	Re-establish and broaden the Coaching group with additional expertise in career coaching.
Job shadowing	Establish a structure and process that allows job shadowing where skill sets and experience outside of an employee's direct team/service area can be accessed in the flow of work.
Project work	Not just organisational, can be service level and individual small scale projects that allow people to put their new learning into practice.
Work experience	Internal work experience formed through amendments to the L+D policy which allow so many hours per annum to access work experience in different departments.

4. Potential Challenges

Siloed working cultures

Organisational processes and bureaucracy can often restrict information-sharing, social learning, and collaboration. In addition, 'micro cultures' across the Council means that learning attitudes and practices vary across the organisation, because of this creating a consistent vision for learning is likely to be a challenge and be challenged.

Employee engagement

Attempts to structure informal learning could backfire if employees feel like they lack agency in their own learning and development, especially if they are already prioritising their own development. It is necessary to ensure there is as much flexibility as possible when implementing learning to avoid it being interpreted as steering someone to a fixed way of learning.

Sustained focus on learning and development

For learning to be embedded into organisational and team cultures there needs to be a sustained focus from managers. When learning is promoted, discussed, and encouraged at a senior level a sense of purpose and importance is instilled across the workforce. It also provides permission for individuals and line managers to prioritise the development that will ultimately lead to positive outcomes for the organisation.

Time and Resources

Time and resources are limited across the Council with many teams holding vacancies. A recent study by LinkedIn (March 2024) on workplace learning showed that nearly three-quarters of employees surveyed feel that lack of training is the biggest hurdle that stands in the way of achieving their full potential at work and that most employees simply don't feel like they have the time for learning. If employees aren't finding the time to learn, then learning and development programmes aren't going to be as successful as they could be. Our people are busier than ever, this means that our learning opportunities need to be easily available and we are flexible in our approach to how learning needs can be met.

1. Organisational Learning				
Action	Outcomes	Timeline	Responsible Officer	Involving
Following completion of data driven research methods, develop an organisational learning needs analysis (LNA) process to capture the skill, knowledge and behaviour gaps across the organisation at a corporate level.	A comprehensive data driven process involving 360 and scenario based competency assessments that successfully and accurately identifies knowledge, skill and behavioural gaps across the organisation that could hinder the delivery of achieving our corporate aims.	August 2026	HR Manager and an HR Advisor	CLT Assistant Directors Comms/IT Programme and Project Team
Develop an annual learning plan based on the outcome of the organisational LNA	A wide offering of cost effective, diverse, inclusive and accessible learning solutions that all staff can access, leading to increased performance and delivery against objectives.	Takes place between January and April annually	HR Manager and an HR Advisor	Programme and Project Team Procurement Officer Comms/IT
Align the LNA vertically with NNDCs reporting and performance management processes	An LNA that aligns and enhances corporate reporting through service plans, corporate action plans and check-ins	Takes place between January and April annually	HR Manager and an HR Advisor	CLT Assistant Directors Service Managers
Establish corporate mandatory learning and implement through Skillgate's Traffic light Programme	A manageable and reportable system/online platform where mandatory training can be managed at an organisational, team and individual level.	Variable dependant on organisational and legislative requirements	Variable - dependant of service area requirements	HR manager Advisor Payroll coordinator Comms/IT Programme and Project Team
Undertake an Equality Assessment of all processes to ensure an equitable and inclusive approach is being taken to all learning initiatives.	An organisational assessment process and learning and development programme that is inclusive and equitable.	Takes place between January and April annually	LNA - HR manager and HR Advisor. Mandatory will be undertaken by Service manager	Variable - dependant of service area requirements

Update the Councils Learning and Development policy to reflect changes	A L&D Policy that successfully informs and guides employees on how to utilise L&D to maximise their own and their team's performance.	August 2026	HR Advisor	HR Manager CLT UNISON
Design and organise the Councils learning day events	An embedded learning culture across the organisation that supports, highlights and celebrates learning and development.	Where possible annually by 31st March	HR Advisor	HR Manager HR Advisor Comms/IT
Communicate changes to all staff	Effective communication that informs, encourages and motivates employees to engage in learning and growth.	31st August 2026	HR Manager HR Advisor	CLT Comms/IT
Establish a skills bank across the workforce and develop a network of talent with the skills to support colleagues across the organisation	A Skills bank that utilises existing knowledge and skills across the organisation to enhance the skills of others through a series of bitesize workshops, lunch/learns and video tutorials.	January 2027	HR Advisors	HR Team
Mentoring pool	All employees at all levels have access to a mentor, a programme of mentors based on skill set allowing for upwards as well as downwards mentoring.	January 2027	HR Advisor	HR Team
Coaching pool	Re-establish and reskill the Councils coaching pool enhancing the coaching offering and promoting manager as coach	January 2027	HR Advisor	HR Team

2. Team Learning				
Action	Outcomes	Timeline	Responsible Officer	Involving
Design and implement a team learning needs analysis process at team level to identify skill and knowledge and behavioural gaps against service objectives	A consistent, equitable and robust form of LNA that effectively captures the skill, knowledge and behavioural gaps against service plans across the organisation that can be used to inform service level development plans, job design and workforce planning.	By August 2026	HR Manager, HR Advisor Assistant Director Service Manager	HR payroll Co-ordinator Procurement Officer Comms/IT Assistant Directors
Align LNA with service plans and existing performance reporting structures	An embedded LNA that aligns vertically and horizontally with existing practice and processes enabling accurate monitoring, reporting and accountability.	By August 2026	HR Manager, HR Advisor Assistant Director Service Manager	HR payroll Co-ordinator Procurement Officer Comms/IT Assistant Directors
Templates, platforms and governance structures that identify opportunities to collaborate and create efficiencies	An effective process management system that enables service learning to be monitored centrally enabling performance reporting, the identification of duplication, trends and cost savings.	Variable and ongoing	HR Manager, HR Advisor Service Managers	HR Team Programme and Project Team
Identify and implement a service level structure of learning champions	A 'champion' in every service area responsible for the maintenance of learning material and activities within the area – sourcing and sharing service specific learning material on a shared platform, advertising webinars/lunch and learns and other learning opportunities.	April 2027	HR Manager, HR Advisor	HR Team Programme and Project Team Assistant Directors Comms/IT

Undertake an equality impact assessment to ensure an equitable and inclusive approach to Learning opportunities at service level.	All staff have access to learning material relevant to their role and development. Opportunities for growth and personal development are inclusive and transparent.	Ongoing and Variable	HR Manager and service managers	HR team Service managers
Provide management guidelines and checklist regarding arranging and reporting L&D solutions	Managers that are supported and encouraged to invest in their team's development and have the tools available to do so.	November 2026	HR Manager, HR Advisor	HR Team IT
Communicate changes to the workforce.	A workforce that is engaged and inspired to undertake professional and personal learning to achieve their potential in their roles.	September 2026	HR Manager, HR Advisor	Comms IT

3. Individual Learning				
Action	Outcomes	Timeline	Responsible Officer	Involving
Design and implement a learning needs analysis (LNA) based on Job description skill and knowledge review	An effective assessment of individuals knowledge, skills and attributes against requirements for their roles.	January 2027	HR Manager, HR Advisor Service Managers Assistant Director	Assistant Directors
Horizontal alignment to wider L&D processes and Vertical alignment to the Councils Check -in process	Smooth, non-burdensome and effective processes that compliment performance management measures and processes	June 2027	HR Manager, HR Advisor	Assistant Director Programme and Project Team Comms
Seek wider opportunities to reskill and upskill individuals via the apprenticeship levy	The apprenticeship Levy is used to re-skill and upskill existing staff and as a resource to grow our own talent in hard to recruit areas.	ASAP and ongoing	HR Manager and relevant Advisor	Director Assistant Director Norfolk Public Sector Apprenticeship group
Develop governance processes that ensure equality of opportunity and indemnities are applied consistently	Individual learning is managed by the line manager but centrally recorded by HR to ensure equality of opportunity and application of training indemnities when relevant	Variable and ongoing	HR Manager, HR Advisor	Assistant Directors
Communicate change with the workforce	A workforce that are fully informed of the learning and development opportunities available to them, are clear of the knowledge, skills and Behaviours that are required to undertake their roles.	August 2027	HR Manager, HR Advisor	HR team Comms/IT

This page is intentionally left blank

ROLE MODEL MANAGER

NNDC MANAGER FRAMEWORK

March 2026



**NORTH
NORFOLK
DISTRICT
COUNCIL**

Introduction

The 'Role Model Manager' is a manager framework that reflects the people management standards of the Council and is designed to support our current line managers and aspiring line managers to develop the attributes, skills and knowledge required to be successful in a management role.

This framework forms part of the wider learning and development strategy and should seek to be aligned horizontally with other HR related policies and strategies.

Once finalised this framework will be fully integrated onto Skillgate (our learning platform) with guidance documents, a self-assessment tool, personalised development plans and individualised recommended learning. Furthermore, this framework will form the foundation on which our more formal Talent Development Programme will be built upon.

The framework consists of four areas of competency, managing myself, managing my people, managing my service, and managing my stakeholders.

Within each area of competency sits four key criteria, these criteria are considered essential to successfully managing that area of work. There are five levels in which managers and aspiring managers can assess themselves against within each key criterion. This self-assessment will form the basis of their own development plan.

The Talent Development Programme will provide more extensive learning opportunities through structured learning. This learning will be developed to align with each key criteria at each level of the framework.

One of the four areas of competency will be covered each quarter through a programme of both instructor led and self-learning. Learning will be supported through in house mentorship, on the job learning and access to a library of resources including; Perlego, e-learning, guided research, and social learning. Learning will take 70:20:10 model which identifies that 70% of what we learn is achieved through experience, 20% through social means and 10% through formal learning.

Adopting this framework will ensure that a standard of people management is adopted across the Council, that managers and team leaders are provided with the tools, support, and skills to succeed in their roles and create clear learning pathways that enable the Council to acquire the future skills our people and organisation needs.

Managing myself

- I take care of my own wellbeing and build personal resilience
- I am self aware and emotionally intelligent
- I manage my own performance and am accountable for my work
- I am committed to my personal and professional development

Managing my people

- I take an open, respectful and inclusive approach to managing my people
- I create a positive, engaging working environment that creates a sense of purpose
- I manage peoples workloads, ensuring i provide clarity, meaning and appropriate resources
- I provide personal and professional development

Managing my service

- I am innovative and creative in my approach to delivering objectives
- I work collaboratively and adopt a 'one Council' mindset
- I make commercial and ethical decisions that benefit our stakeholders and the reputation of the Council
- I contribute to the Net Zero agenda

Managing my stakeholders

- I put customer service at the heart of all I do
- I use effective communication skills
- I build and maintain positive relationships
- I am politcally astute and sensitive to the political climate

Managing myself

Looking after your own wellbeing:

Being able to effectively manage your own wellbeing helps you build resilience, which will at times be needed in your role as a line manager/leader. When your wellbeing is compromised you risk making poor decisions, you may be unable to juggle workload, this can impact how you feel and how you treat and communicate with your team members. It is important to practice self-care, monitor your wellbeing and mental health to build personal resilience.

Being emotionally intelligent:

The ability to recognise and regulate your emotional state is key to creating a positive working environment for both you and your team. Understanding and empathising with your team members will assist with maintaining successful working relationships and managing situations that could otherwise lead to conflict and disruptive behaviours.

Taking responsibility for your own performance:

Effectively managing your own workload and being responsible for the timely delivery of service objectives is a priority for all managers. Having the skills to delegate effectively, solve problems innovatively through smart working practices and understanding how team structures and job design impacts performance will better enable you to deliver your work objectives.

Being committed to your personal and professional development:

Keeping your technical expertise up to date ensures you maintain the industry knowledge required to best support your team in their day to day roles. However, by building your wider knowledge of people practices, management techniques, health and wellbeing and trends within the sector itself will allow you to maximise your impact as a line manager/leader and get the best from your team.

Managing myself					
Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I look after my own wellbeing and build personal resilience:	I understand the importance of personal wellbeing and take action to maintain positive emotional and mental health. I can identify when I need help and know how to source it.	I take ownership of my personal well-being and inspire others to look after theirs by providing the tools and opportunity to do so.	I seek new positive ways to influence my own and my team's well-being to overcome specific challenges in the workplace.	I identify situations that might put my own and my team's wellbeing at risk and put measures in place to mitigate the risk.	I role model resilience and self-care. I create a culture which embraces, prioritises, and protects the wellbeing of others.
I am self-aware and emotionally intelligent:	I regularly undertake reflective practice and seek to have a deep understanding of myself, my strengths, and my limitations.	I understand the impact my actions and behaviours have on others and use self-regulation to maintain positive relationships.	I can manage my emotions during periods of stress and pressure. I challenge unhelpful thinking and unhelpful feeling patterns in myself before they impact others.	I am highly self-aware and emotionally intelligent; My behaviour and actions remain consistent, and I am always kind in my interactions with people.	I create a culture that encourages the development of individual emotional intelligence and builds social intelligence in teams.
I manage my own performance and am accountable for my work:	I manage my own workload and related pressure effectively. I can delegate appropriately.	I use effective time management techniques to manage multiple activities, I apply creative and innovative solutions to overcome problems.	I manage the demand of my job and communicate realistic expectations to others. I take full accountability for the delivery of work within my area of responsibility.	I put in place smart working practices and new ways of working to manage mine and other's workloads. I challenge unrealistic expectations and apply prioritisation techniques effectively.	I role model resilience and accountability. I make interventions through the effective use of workforce planning, job design, smart working practices and resource management.
I am committed to my professional development:	I recognise the importance of maintaining my professional skills and knowledge and can identify gaps in myself and others.	I seek feedback from a wide range of colleagues and use this to determine my current personal and professional development needs.	I reflect on the impact my own development can have on my area of responsibility and tailor my learning to achieve positive outcomes.	I role model my own continuous development and create an environment that encourages and facilitates learning and development.	I identify and resolve skill and knowledge gaps in myself, other's and organisationally. I create a learning culture and promote lifelong learning.

Managing my people

Being open, respectful, and inclusive:

The way we are treated at work has a huge bearing on our job satisfaction, engagement, and performance. Good leaders are honest, authentic, and show compassion and empathy for other people. By treating your team members with respect, valuing their differences, and taking an inclusive approach, you will create better and more sustainable working relationships, reduce conflict, and contribute to high performance.

Maintaining a positive working environment:

The environment in which people work is often as, if not more important than the work itself. Employees should know they are supported, trusted to work autonomously and their input is valued. Furthermore, when the physical environment is calm, friendly, and productive we are more engaged and less stressed. As a manager/leader you are responsible for ensuring the working environment that your team works in inspires them to do their best work.

Workload management:

Being able to keep workload at the correct level is important to maintain optimal performance from your team members, prolonged excessive workload contributes to burn out, stress, periods of absence and high turnover. Workload that is varied and stretching yet manageable is motivating, rewarding and contributes to creating a sense of purpose which is important to individual and team wellbeing.

Supporting Professional Development:

Not all employees will want to progress, but most employees want the opportunity to develop their personal and professional skills to be the best they can be in their roles. Ensuring your team members have and maintain the skills and knowledge required to perform well in an ever changing work environment allows for autonomy, confidence, and ownership which in turn promotes a positive culture and ensures optimum performance.

Managing my people					
Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I take an open, respectful, and inclusive approach to managing my people:	I provide honest and open feedback that avoids blame and criticism. I turn mistakes into opportunities to learn.	I am transparent and open when sharing work related matters with my team. I respect different perspectives and am open to different ways of doing things.	I understand the difference between equality and equity and ensure everyone is treated as an individual.	I challenge conscious and unconscious bias behaviours in myself and in others and foster a culture of authenticity.	I build and maintain a culture that embraces psychological safety and embeds equity, equality, diversity, and inclusion for all.
I create a positive, engaging working environment that creates a sense of purpose:	I take every opportunity to celebrate success, large and small and create a sense of belonging that empowers people to succeed.	I effectively manage hybrid working, maintaining a sense of unity, team spirit and collaboration across my area of responsibility both face to face and remotely.	I create and maintain a calm and friendly atmosphere that promotes both cognitive performance and social collaboration.	I create and maintain a work environment that encompasses respect, empathy, and compassion amongst colleagues, identifying and managing conflict when it arises.	I understand and utilise a range of engagement approaches and motivation techniques. I inspire passion, excitement, and a drive for public service across the Council.
I manage people's workload, ensuring I provide clarity, meaning and resource:	I set clear objectives and accountabilities, ensuring that work is appropriate for the capabilities and capacity levels of the individual.	I empower others with the autonomy to manage their workloads and make decisions within their field of expertise without unnecessary interventions.	I take responsibility for the delivery of work from my areas of responsibility and ensure that the resources, tools, and skills are in place to enable delivery.	I create a structure that is sustainable, manages capacity, enable success, and meets the needs of the organisation.	I use strategic Human Resource management to provide a structure and working practices that ensures sustainability, capacity, and capability across the Council.
I support personal and professional development:	I invest in my teams personal and professional development at both a team and individual level and have processes in place to develop knowledge and capabilities.	I use coaching techniques to support and empower my teams, I encourage others to adopt a growth mindset.	I identify learning and development needs in my area of responsibility and ensure these needs are met to optimise performance and the delivery of objectives.	I source and promote mentoring opportunities for myself and others and make sure the time and resources are available.	I promote a culture of coaching that allows people to reach their potential, I encourage cross departmental working to develop skills across the Council.

Managing my service

Being innovative and creative:

By creating a culture that encourages challenging as the norm, taking an innovative approach to problem solving and where everyone has a voice you create an engagement in change that may otherwise be resisted. Allowing people to adopt new ways of doing things and taking an approach that welcomes the input of others you will have access to solutions that may not have been otherwise considered.

Working collaboratively and adopting a 'one team' mentality:

Focusing solely on the delivery of your own objective's risks; hindering the objectives of other areas, duplication of work and underutilising skills that may be available elsewhere. By understanding the impact our own work has on other departments, taking a horizontal approach and a 'one team' mentality we are contributing to the objectives of the whole Council and maximising the resources that are available to us.

Practicing ethical decision making:

Ensuring the decisions, we make align with the Values of the Council protects the Council from reputational harm. Incorporating our values into the decision making process and assessing the impact of our decisions on stakeholders, the environment and the workforce ensures we find the right balance between being cost effective and doing the right thing.

Contributing towards the Net Zero agenda:

Understanding the impact your work has on the environment and seeking new ways of doing things will help contribute to achieving the Net Zero agenda of the Council rather than contributing to the problem we all collectively face. Encouraging your team to seek sustainable solutions and role modelling in this area will ensure that we stand the best chance of achieving this key objective.

Managing my service					
Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I am innovative and creative:	I create an open environment where creativity and innovation are encouraged. I welcome challenge and new ideas.	I provide methods of communication flow that enables creativity and idea sharing for all within my area of responsibility.	I reward the use of innovation that positively impacts the delivery of services and makes organisational improvements.	I take calculated risks to achieve positive outcomes for the Council and deliver departmental objectives.	I drive innovation and creativity through new ways of working across the Council that achieves positive outcomes for our stakeholders and communities.
I work collaboratively and adopt a 'one Council' mindset:	I understand the roles and responsibilities of other departments. I consult subject experts across the council to ensure compliance with established processes and best practice.	I build positive and productive working relationships with my peers; breaking down silos and utilising different skill sets and knowledge to achieve departmental objectives.	I understand the impact that my area of work has on other areas of the Council and am open to new ways of working to ensure the achievement of objectives beyond my area of responsibility.	I create a culture of collaboration and a 'one Council' team spirit. I put systems and processes in place that enables departments to work together.	I create a culture of open communication and engagement across the workforce and with wider stakeholders, I build relationships with external bodies that benefit the Council.
I make commercial and ethical decisions that benefit our stakeholders and the reputation of the Council:	I ensure the decisions I make align with the Councils values, I consider the impact my decisions will have on the wider Council and its stakeholders as part of the decision making process.	I take full accountability for the decisions I make. I reflect on the effectiveness of my decisions and communicate learnings with others to assist future decision making.	I consider the different ethical perspectives, values and priorities of my stakeholders and their implications when making decisions.	I influence and challenge others to ensure decisions are ethical, in line with the Councils values and are to the benefit of the Council and its stakeholders.	I role model and promote ethical leadership and professionalism. I make responsible decisions balancing the ethical perspectives of others. I shape how ethics inform wider decision making and governance.
Contribute towards the Net Zero agenda:	I understand the impact that my team/ department has on the environment, and I consider sustainability when making decisions.	I actively seek new and innovative opportunities that will minimise the impact my team/ department has on the environment.	I role model sustainability and encourage my team members to work in way that makes a positive contribution to the environment.	I create a culture that actively contributes to the Councils Net Zero agenda, and I maximise environmental sustainability within my area of responsibility.	I contribute to the wider green agenda across the Council. My decisions balance the best possible outcomes for the environment and our stakeholders.

Managing my stakeholders

Putting Customer Service first:

Creating a culture of public service and a drive to deliver and exceed customer expectations means role modelling a standard that lives up to those expectations. Engaging with your customers, understanding their needs, and ensuring regular and honest communication takes place at all levels will help drive service delivery that positively benefits our communities.

Using effective communication skills:

By building a wide range of communication skills and learning when to deploy them you will be more likely to reach the right resolutions to challenging issues. Using diplomacy, negotiation, active listening, adapting your communication style to meet the needs and level of understanding of your audience, providing honest and transparent information and making the complex simple will ensure you are able to influence outcomes that best suit the needs of the Council.

Building and maintaining relationships:

All relationships are built on trust, being able to maintain effective relationships with our stakeholders means being accountable for your work, keeping communication regular, honest, and open, doing what you say you will do and setting realistic expectations. Building the knowledge and skill to build effective relationships with all personality types and maintain positive and respectful communication during times of challenge, conflict and opposition will ensure objectives continue to be delivered and minimises the risk of stagnation through breakdown in communication.

Being politically astute:

In your role as line manager/leader you will need to successfully navigate the challenges of political opposition and resistance. You will need to be able to robustly challenge and influence Members to reach the right outcome for the Council and its communities whilst maintaining positive working relationships and political neutrality.

Managing my stakeholders					
Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I put customer service at the heart of all I do:	I role model excellent customer service, I consider my customers when making decisions and change processes to ensure maximum satisfaction.	I regularly engage with my stakeholders to understand their needs and adapt the delivery of services to ensure their needs are being met.	I effectively anticipate future customer demands and plan my service, processes, and resources accordingly.	I measure the performance and service standards of my team and department in relation to customer service and address concerns promptly.	I create a culture that prioritises customer service and provide the tools that will enable service delivery that exceeds customer expectations.
I use effective Communication Skills:	I take responsibility for providing responsive, honest, and regular communication with my stakeholders.	I use empathy and active listening skills when communicating with stakeholders to reach outcomes that are mutually beneficial.	I use diplomacy to effectively communicate with a diverse range of internal and external stakeholders to deliver the best outcome for the Council.	I can adapt my communication style to suit any situation, making complex matters clear to all recipients.	I lead on inter-organisational negotiations and take a visible lead on progressing difficult issues that will be of benefit to the Council.
I build and maintain effective relationships:	I build trust by behaving with integrity and doing what I say I will do.	I practice active listening and employ empathy and respect for other people's opinions.	I understand different personality types and I build effective and respectful relationships with a diverse range of people.	I manage difficult conversations professionally; I communicate with impact.	I build a large network of relationships with current and future stakeholders.
I am politically astute and sensitive to the political climate:	I respond to questions and challenge with expert confidence in a timely way.	I regularly engage Members, understanding their preferred approach. I initiate purposeful conversations and effectively influence to reach the right outcomes for the Council.	I consider potential reactions and resistance and adapt my communication when informing Members on the decisions I make to get their buy in.	I confidently and robustly challenge Members if the Councils reputation or the delivery of services is put at risk despite being faced with significant opposition.	I effectively and robustly navigate different views and interests to find a way forward on complex matters that is best for the Council and its stakeholders.

Action Plan

Role Module Manager Framework				
Action	Outcomes	Timeline	Responsible Officer	Involving
Get framework adopted formally				
Submit a report to Full Council along with the people strategy	A manager Framework that is formally adopted and approved for implementation alongside the wider L+D strategy	Completed	HR Manager, HR Advisor	Full Council
Build learning programmes based the criterion and varying levels				
Explore the best existing platform for holding and displaying learning content	Learning material that accessible and user friendly.	Completed	HR Manager, HR Advisor	HR Team IT
Source and manage full range of content, procuring external material if and when appropriate	A full management and talent development programme that embeds the knowledge and skills required to progress and succeed at NNDC	Ongoing and variable	HR Manager, HR Advisor	Procurement Officer
Establish appropriate and inclusive delivery methods for each criterion and level	An accompanying learning and development program to each criterion that incorporates adaptive delivery methods to suit the needs of the learner	August 2027	HR Manager, HR Advisor	HR Team IT
Supplement learning programmes with manager toolkits, workshops and mentorship				
Design and deliver a range of support material relating to management, policy and framework criterion	Readily available toolkits including guides, prompts, templates and insightful material to aid managers in managing their teams in line with the agreed criteria and existing policies	November 2026	HR Manager, HR Advisor	HR Team

Utilise internal resources and expertise through coaching and mentoring when required	All learners will have a mentor or coach (dependant on need and preference) to support them through their learning journey	January 2027	HR Manager, HR Advisor	Assistant Directors Service Managers CDU
Consider software such as page tiger to deliver toolkits, workbooks and other learning materials	Toolkits that are interactive using a range of informative messaging including videos	Completed	HR Manager, HR Advisor	HR Team IT
Align learning programmes to wider L&D strategy, and other HR policies and procedures.				
Align framework with the Councils performance management processes, policies and reporting structures	A management framework that compliments and strengthens performance and development policies and processes	January 2027	HR Manager, HR Advisor	HR Team CDU Assistant Directors
Update the learning and development guidelines to reflect changes and ensure horizontal alignment with all other HR policies	Organisational learning is weaved throughout people policy and practices and becomes embedded in organisational culture	January 2027	HR Manager, HR Advisor	HR Team
Upcoming strategies such as Total reward and wellbeing should be linked and aligned with the approved L+D strategy	Organisational and workforce practices that drive performance by alignment to the competency framework and NNDC values	Ongoing as and when	HR Manager, HR Advisor	HR Team
Develop assessment methods against the framework based on 360 feedback processes				
Develop an assessment framework which incorporates reflective self-assessment, scenario analysis and 360 feedback	An assessment framework that accurately identifies opportunities for individuals personal and professional development and one that captures the actual level and not perceived level of competence	July 2027	HR Manager, HR Advisor	HR team Assistant Directors
Align the assessment process with the Council's check-in and performance management processes	A non-burdensome analysis of that aligns and enhances performance management processes	July 2027	HR Manager, HR Advisor	CDU Assistant Directors Service Managers

Establish a communication plan for the implementation and monitoring of the framework				
Set clear communications plans	An informed workforce fully aware of the opportunities available to them and engaged in personal and professional development	Ongoing from launch of people strategy	HR Manager, HR Advisor	Comms IT
Undertake an equality impact assessment	A framework and accompanying learning programme that is inclusive and equitable	January 2027	HR Manager, HR Advisor	HR Service Managers
Utilise internal communications to promote learning programmes and activities	A workforce that is fully informed and engaged in the learning and development opportunities available to them	Ongoing throughout the year	HR Manager, HR Advisor	Comms IT
Design a measurement programme to evaluate success				
Design an evaluation process to review success	An evaluation process that successfully measures the impact of delivery	February 2027	HR Manager, HR Advisor	CDU
Undertake review surveys at key milestones	A robust evaluation system that allows for continuous learning and improvement	Ongoing following implementation	HR Manager, HR Advisor	CDU IT
Design and Implement feedback loops to ensure action can be taken and improvements made in reasonable timeframes	A robust evaluation system that allows for continuous learning improvement	July 2027	HR Manager, HR Advisor	Comms
Agree and Implement and measure a set of KPIs	Robust measures in place that demonstrate ROI and identifies areas of improvement required	July 2027	HR Manager, HR Advisor	Assistant Directors CDU Service managers

Markets and Seafront Service- Request to Increase Headcount.	
Executive Summary	As part of the Council's Leisure and Localities function, the Markets and Seafront Inspector currently undertakes a dual purpose role supporting both market operations and seafront management. This post is presently vacant, and a review of the service has identified that dividing the responsibilities into two distinct roles would provide significant benefits, particularly in relation to recruitment and the overall effectiveness of each function. This action would result in an increase in headcount for the organisation but will not increase the overall budget for the service.
Options considered	<ol style="list-style-type: none"> 1. Increase the headcount of the organisation through the creation of two separate part time posts in the Leisure and Localities team, one Markets Officer and one Seafront Inspector. 2. Retain the current combined role of Markets and Seafront Inspector, not creating two separate posts and maintaining the current headcount of the organisation.
Consultation(s)	No Consultation
Recommendations	Full Council adopts option 1 and agrees to an increase in head count in the Leisure and Localities team to allow for the disaggregation of the Markets and Seafront Inspector roles.
Reasons for recommendations	Establishing two distinct roles would facilitate recruitment into a previously difficult to recruit role and would enable more effective delivery of the Council's corporate plan objectives
Background papers	None

Wards affected	Sheringham North, Beeston & The Runtons, Cromer Town, Mundesley Hickling
Cabinet member(s)	Cllr. Liz Withington
Contact Officer	Colin Brown, Leisure & Locality Services Manager

Links to key documents:	
Corporate Plan:	Developing our communities Investing in local economy & infrastructure
Medium Term Financial Strategy (MTFS)	NA

Council Policies & Strategies	NA
-------------------------------	----

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Is the item exempt, if so, state why.
Details of any previous decision(s) on this matter	NA

1. Purpose of the report

- 1.1. This report seeks to outline a proposal to change the way in which the Council approaches the delivery of its Markets and Seafront Services. The report seeks permission from Full Council to increase the head count in the Leisure & Localities team, by the splitting of the Markets and Foreshore Officer role.

2. Introduction & Background

- 2.1. Since 2022, the Council has employed a Markets and Seafront Inspector (MaSI) responsible for managing the opening and closing of the Council's three markets, Cromer (Friday), Sheringham (Saturday), and Sheringham (Wednesday, in season). The role also provides a visible presence on the seafronts at Cromer, Sheringham, and Mundesley to help maintain a safe and welcoming environment across these resorts.
- 2.2. Up until 2024 the role of Foreshore and Markets officer was occupied by one permanent and one seasonal MaSI. With the removal of weekly beach hut and chalet lets in 2024 it meant that this role could be managed by the permanent MaSI, due to the reduction in work associated with cleaning and managing these weekly hires.
- 2.3. In September 2025 the officer in the role of permanent MaSI left the organisation and the Leisure and Localities Team took time to review the role and the services. In the interim period the operation of the markets on market days has been covered by two current NNDC employees in addition to their normal roles on an ad hoc overtime basis. No specific seafront presence has been in place over the autumn and winter months.
- 2.4. There was a proposal to transfer the management of the markets to the relevant Town Councils or Chambers of Trade in each location. Officers engaged with both organisations, providing detailed information on the financial and operational aspects of running the markets. However, both organisations ultimately declined the opportunity to take on this responsibility
- 2.5. With the option of handing over management of the markets to an external organisation not possible a decision now needs to be made on the correct approach to delivering these services going forward.

3. Proposals and Options

- 3.1. One option would be to keep the MaSI role as it is and recruit into it on a like for like basis. This has been difficult in recent years which is possibly due to the requirement for early starts and split shifts (opening the market early morning and then returning to close it later in the day). The combination of the two roles could impact on the effectiveness of the roles themselves.
- 3.2. The preferred option is for the role to be split into two separate jobs. A unique Seafront Inspector Role and a Market Supervisor Role. Taking the current number of hours and budget, we would seek to split the necessary hours required to open and close the markets over the course of twelve months from the remaining hours which would be allocated to a Seafront Inspector Role. Therefore resulting in no overall increase in Budget.
- 3.3. Having a separate Markets Supervisor creates a consistent point of contact for traders and means that the Seafront Inspector can focus on that specific role. The job description and person specification for both roles will be reviewed to ensure maximum effectiveness for the organisation. The role of the Seafront Inspector would cover a wider remit than the existing, covering all blue flag resort beaches (not just Cromer, Sheringham and Mundesley) and supporting the work of the wider organisations working closely with Property Services, Assets and Environmental Health. There will be a point in the job description of the Seafront Inspector post which require Ad-hoc cover for the Markets Supervisor to allow for holiday and sickness cover.
- 3.4. It is strongly believed that these two distinct roles will be much more appealing than the current joint role and therefore easier to recruit into. The splitting of the roles will also deliver better services to the district's residents and visitors.
- 3.5. The proposal was taken to CLT who were supportive of it, however it is noted that this would mean an increase to headcount within the organisation.

The following options are provided for consideration:

Option 1: Split the two roles, increasing head count but allowing for a more focussed and varied seafront inspector role which would deliver greater outcomes to the Council

Option 2: Maintain the Status Quo: Continue with the current joint Markets and Seafront Inspector role.

4. Corporate Priorities

The markets and seafront inspector role(s) contribute to the following corporate priorities:

4.1. Developing our communities

4.2. Investing in local economy and infrastructure

5. Financial and Resource Implications

- 5.1. Both options can be delivered with no extra cost to the Council.
- 5.2. Option 2 would require a growth in head count but would also create a more resilient service and a Seafront Inspector Role which contributes more to the Council.

Comments from the S151 Officer:

The recommendation does not increase financial strain and provides resilience.

6. Legal Implications

- 6.1. The addition a markets supervisor role to a current NNDC employee could, if not managed, lead to issues with respect to the Working Time Regulations 1998.
- 6.2. This would be managed carefully by the Leisure and Locality Team Leader and the members of staff in question, with support from HR.

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.

The report is before Members as it recommends an increase in headcount. However, it is not anticipated that there would be an increased financial strain. If agreed that this role should be disaggregated into two roles, proper arrangements and recruitment processes will need to be undertaken.

7. Risks

- 7.1. NA

8. Net ZeroTarget

- 8.1. Negligible Net Zero considerations

9. Equality, Diversity & Inclusion

- 9.1. No known impacts.

10. Community Safety issues

Both options considered above would contribute to the Council's management and monitoring Community Safety issues such as Anti-Social Behaviour particularly in the area of the foreshore area of seaside resorts.

Conclusion and Recommendations

1. The Markets and Seafront Inspector role has been in place since 2022, with a permanent and a seasonal officer in post for most of that time.
2. The seasonal role was removed from the establishment in 2024 following the Councils decision to cease offering weekly beach hut and chalet lets, which reduced the amount of work required by this post quite significantly
3. The permanent role has continued with the same officer in post until he resigned in late 2025. A subsequent review of the role and these two elements of the Leisure Service was undertaken to explore options.
4. Officers explored the appetite of the Town Councils and other local organisations taking the markets element on, but this was ruled out.
5. It is believed that to achieve the best outcomes for the Council the role should be split once again to allow for separate Markets Supervisors and a Seafront Inspector.

It is **recommended** that an increase to headcount is agreed to allow for the roles to be separated, making managing both elements easier and providing the opportunity to improve the outcomes which the Seafront Inspector can deliver for the organisation.

This page is intentionally left blank

BUDGET MONITORING Period 10 2025/26	
Executive Summary	<p>This report provides an update on the Council's financial performance and projected full year outturn position for 2025/26 for the revenue account, capital programme, reserve statement and budgeted savings performance as at the end of January 2026.</p> <p>As at 31 January 2026, the General Fund Forecast Outturn position for 2025/26 is a surplus of £0.383m. This is after adjusting for all known variations and full year forecasting by service managers.</p>
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	This is an update report on the Council's financial position and no other consultations were considered.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <ul style="list-style-type: none"> a) Note the contents of the report and the current forecast year end position. b) Seek approval of Full Council to increase the 2025/26 capital budget for Disabled Facilities Grants to £2,317,266. This is to reflect the addition of £118,204 of grant award towards the scheme c) To use the Extended Responsibility Producer grant of £1,312,840, which was previously forecasted to be an in-year contribution to reserves, to offset relevant in year recycling expenditure. d) Request the approval for £50,000 of the forecast underspend to be awarded to a domestic oil fuel poverty charity, to support residents across North Norfolk who are experiencing hardship because of current high oil prices. e) That the resulting underspend of £1,262,840 in the respective recycling revenue budgets be transferred to the General Reserve to mitigate future unfunded new burdens.
Reasons for recommendations	To update members on the current budget monitoring position for the Council.
Background papers	Budget report, Budget Monitoring reports

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

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

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

1. Introduction

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

2. Summary Financial Forecast P10 2025/26

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

2.4 Table 1

2025/26 Revenue Account Excluding Notional Charges	Updated Budget £'000	Forecast P10 2025/26 £'000	Variance £'000
Service Area:			
Corporate	4,272	4,133	(139)
Resources	5,256	5,657	402
Service Delivery	9,384	8,951	(433)
Net Cost of Services	18,911	18,741	(170)
Parish Precepts	3,736	3,736	0
Net Interest Receivable/Payable	(1,101)	(1,284)	(183)
Minimum Revenue Provision (MRP)	527	585	57
Capital Financing	1,458	1,458	0
Contribution to/(from) Earmarked Reserves	391	(1,405)	(1,796)
Contribution to/(from) General Reserve	(15)	1,248	1,313
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	23,908	23,079	(828)
Government Grants and Council Tax	(23,908)	(23,462)	446
Net (Surplus)/Deficit for the Year	-	(383)	(383)

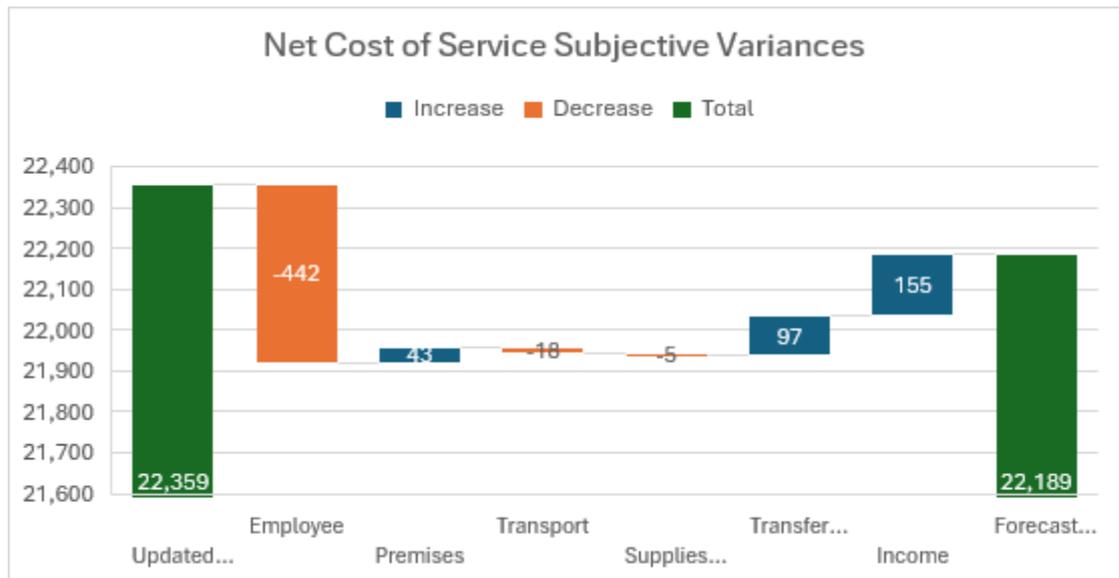
- 2.5 **Net Cost of Service** – the position shows a net surplus of (£0.220m) across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.
- 2.6 **Non-Service expenditure** – Relates to income and expenditure not directly related to providing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

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

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

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

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



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

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

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

3.5 Premises Costs – Net Overspend of £0.043m

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

3.6 Transport Related costs – Underspend £0.018m

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

3.7 Supplies and Services – Underspend £0.05m

- £0.155m – Additional support required within Finance, Environmental Health and Legal. These additional costs are because of staff turnover and will be partially offset by staffing budgets and the use of New Burdens grant funding.
- £0.012m – Irrecoverable income written off as a bad debt, which are not budgeted for at service level.
- £0.062m – Local Government Reorganisation (LGR) costs
- (£0.095m) – Lower computer software costs some of which were budgeted to be funded from reserves.
- (£0.166m) – other professional fees, £0.034m external Web developer costs. Within this total £0.061m is in relation to local plan expenditure and £0.066m Environmental Strategy projects, both of these underspends will be offset by a reduction in the use of earmarked reserves.
- £0.053m – Estates – NPS consultancy fees, asset valuation work.
- (£0.013m) – Internal Audit fee expenditure
- (0.014m) – Equipment and Stationary purchases.
- (£0.025m) – Publication and media costs, including the production of the district magazine
- (£0.017m) Lower costs associated with commercial waste disposal.
- £0.050m Proposed allocation of underspend to domestic fuel poverty charity contribution, to help alleviate the burden of rapidly increasing price of heating oil. The support will be in the form of small grants to residents across the district.
- The difference is made up of a number of smaller variances including equipment purchases and rentals and postage costs.

3.8 Transfer payments - Overspend £0.096m

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

3.9 Income – Net shortfall of £0.155m

Government Grants – Forecast overspend of £0.357m

- The council received some new burdens funding that was not anticipated. This funding is to offset the additional pressures of providing specific services.
 - (£49k) was received in respect of Internal drainage board costs
 - (£69k) was received in respect of External Audit costs, Redmond Review and backstop pressures, some of which will offset additional agency staff costs within finance.
- Housing Benefit Subsidy - Based on the mid-year subsidy claim for 2025/26 submitted to the Department for Works and Pensions (DWP) there is an anticipated shortfall of £0.748m. This is largely due to the placement of Homeless clients in Bed and Breakfast accommodation. Not all of these costs can be reclaimed as there is an expenditure cap dependant on the location of the property. This forecast shortfall is partially mitigated by the recovery of prior year overpaid subsidy; this is estimated to reduce the overall shortfall to £0.400m. This funding shortfall will be mitigated by the Second Homes Premium Reserve
- As part of the base budget for 2025/26 £0.075m was included as an anticipated planning support grant, we have had no further notification and the grant funds have not yet been received. This one-off grant was part of savings bids approved for 2025/26.

Other Grants and Reimbursement – Shortfall £0.015m

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

Rents – Shortfall £0.064m

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

Customer and Client Receipts – surplus £0.288m

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

Non-Service Income and Expenditure

Investment Income

- 3.10 The 2025/26 investment interest budget is £1.418m. This budget was calculated based on the economic position in November 2024 (5%

average interest rates and an average cash balance of £29.5m). Since then, the Monetary Policy Committee (of the Bank of England) have been gradually lowering interest rates to achieve their purpose of preventing radical inflation. As at the time of writing this report, the base rate was 3.75%.

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

Borrowing Interest

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

3.17 The Council had a prior £5.000m loan from the PWLB which was repaid on the 28/04/25. This loan was secured at a rate of 5.39%. Repayment of this loan incurred a £0.023m borrowing expense in 2025/26.

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

4. Performance against savings targets 2025/26

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

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

4.2 Table 2: Performance against £1.881m Savings Target

Performance against £1.881m Savings Target 2025/26

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

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

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

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

4.6 Predicted shortfall against additional income factored into the base

- £99k car parking income due to timing differences on delivery of additional car park income streams. This includes Hornbeam Road North Walsham and North Lodge Park Cromer.

- £30k Building Control fee income shortfall due to fee income received being based on the old fee structure. This is due to the fact that the fee payable is based on the fees in place when the application was submitted, not the current price structure. Applications are valid for 3 years so work being undertaken this year may have been secured at a prior year's lower fee.

5. Capital

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

6. Reserves

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

- 6.9 The Forecast General Reserve balance on 31 March 2026 is £4.073million which is above the recommended balance of £2.1million.

7. Medium Term Financial Strategy

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

8. Proposals and Options

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

9. Corporate Priorities

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

10. Financial and Resource Implications

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

11. Legal Implications

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

12. Risks

- 12.1 Financial risks are identified within the report content.

13. Net ZeroTarget

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

14. Equality, Diversity & Inclusion

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

15. Community Safety issues

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

16. Conclusion and Recommendations

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

- a) The Updated Forecast position at P10 2025/26 for the General Fund revenue account (See Appendix A);
- b) Seek approval of Full Council to increase the 2025/26 capital budget for Disabled Facilities Grants to £2,317,266. This is to reflect the addition of £118,204 of grant award towards the scheme
- c) To use the Extended Responsibility Producer grant of £1,312,840, which was previously forecasted to be an in-year contribution to reserves, to offset relevant in year recycling expenditure.
- d) Request the approval for £50,000 of the forecast underspend to be awarded to a domestic fuel oil charity, to support residents who are experiencing hardship because of current high oil prices.
- e) That the resulting underspend of £1,262,840 in the respective recycling revenue budgets be transferred to the General Reserve to mitigate future unfunded new burdens.

S151 Officer

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

Monitoring Officer

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

General Fund Summary Forecast Outturn at P10 2025/26

Service Area	2025/26 Base Budget £	2025/26 Updated Budget £	Full Year Forecast Period 10 2025/26 £	Variance £
Corporate Leadership/ Executive Support	4,384,567	4,384,567	4,245,738	(138,829)
Communities	0	0	0	0
Place and Climate Change	0	0	0	0
Resources	6,970,323	6,970,323	7,372,106	401,783
Service Delivery	10,994,087	11,004,087	10,571,284	(432,803)
Net Cost of Services	22,348,977	22,358,977	22,189,128	(169,849)
Parish Precepts	3,736,377	3,736,377	3,736,377	0
Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)	0
Refcus	(761,647)	(761,647)	(761,647)	0
Interest Receivable	(1,403,400)	(1,403,400)	(1,586,400)	(183,000)
External Interest Paid	302,100	302,100	302,100	0
Revenue Financing for Capital:	320,000	1,458,051	1,458,051	0
Minimum Revenue Provision	527,257	527,257	584,557	57,300
IAS 19 Pension Adjustment	276,280	276,280	276,280	0
Net Operating Expenditure	22,383,570	23,531,621	23,236,072	(295,549)
Collection Fund – Parishes	(3,736,377)	(3,736,377)	(3,736,377)	0
Collection Fund – District	(7,812,582)	(7,812,582)	(7,812,582)	0
Retained Business Rates	(8,660,926)	(8,660,926)	(8,660,926)	0
New Homes bonus	(596,090)	(596,090)	(596,090)	0
3.2% Funding Guarantee	(805,165)	(805,165)	(805,165)	0
Revenue Support Grant	(335,416)	(335,416)	(335,416)	0
NI Compensation	(150,583)	(150,583)	(150,583)	0
Recovery Grant	(194,584)	(194,584)	(194,584)	0
Extended Responsibility Grant	(1,616,000)	(1,616,000)	(1,312,840)	303,160
	0	0	142,501	142,501
Income from Government Grant and Taxpayers	(23,907,723)	(23,907,723)	(23,462,062)	445,661
Contributions to/(from) Earmarked reserves	1,524,153	376,102	(156,694)	(532,796)
(Surplus)/Deficit	0	0	(382,684)	(382,684)

This page is intentionally left blank

General Fund Budget Monitoring P10 2025/26

Resources Directorate

Finance, Assets and Revenues

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

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

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

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

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

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

This page is intentionally left blank

General Fund Budget Monitoring P10 2025/26

Service Delivery Directorate

Environmental Health and Leisure

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

General Fund Budget Monitoring P10 2025/26

Service Delivery Directorate

Environmental Health and Leisure

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

General Fund Budget Monitoring P10 2025/26

Service Delivery Directorate

People Services

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P10 2025/26 £	Variance 2025/26 £	Variance Explanation
Benefits Administration				
Employee	1,162,567	1,127,913	(34,654)	In-year savings relating to secondments and vacant posts.
Transport	2,832	2,675	(157)	In-year savings relating to secondments and vacant posts.
Supplies and Services	56,350	56,350	0	No Major Variances.
Capital Financing	31,700	31,700	0	No Major Variances.
Income	(272,366)	(272,366)	0	No Major Variances.
	981,083	946,272	(34,811)	
Homelessness				
Premises	130,594	130,594	0	No Major Variances.
Supplies and Services	949,658	949,658	0	No Major Variances.
Capital Financing	83,963	83,963	0	No Major Variances.
Income	(1,747,767)	(1,747,767)	0	No Major Variances.
	(583,552)	(583,552)	0	
Housing Options				
Employee	826,240	826,240	0	No Major Variances.
Transport	5,000	5,000	0	No Major Variances.
Supplies and Services	4,144	4,144	0	No Major Variances.
	835,384	835,384	0	
Community				
Employee	959,971	959,971	0	No Major Variances.
Transport	15,713	15,713	0	No Major Variances.
Supplies and Services	124,555	174,555	50,000	Contribution to Fuel Poverty charity, from current forecast P10 underspend.
Capital Financing	0	0	0	No Major Variances.
Capital Salaries	(281,360)	(281,360)	0	No Major Variances.
Income - Capital Salaries	(233,512)	(233,512)	0	No Major Variances.
	585,367	635,367	50,000	
Ad People Services				
Employee	77,607	77,607	0	No Major Variances.
Transport	1,194	1,194	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	78,901	78,901	0	
Total People Services	1,897,183	1,912,372	15,189	

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

Subjective Description	Updated Budget 2025/26	Full Year Forecast P10 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Development Management				
Employee	1,393,059	1,409,769	16,710	£34,269 Saving not met. £1,100 Leavers pay. (£9,422) Pension opt out. (£4,950) Supplement.
Transport	25,880	24,380	(1,500)	(£1,000) Reduced mileage claims due to use of EV vehicles.
Supplies and Services	57,750	100,190	42,440	£28,000 Compensation payments. £20,000 Legal fee's. (£5,000) Professional Fees.
Capital Financing	76,501	76,501	0	No Major Variances.
Income	(1,077,500)	(1,302,500)	(225,000)	(£300,000) Increased income due to large planning sites. £75,000 Grant not received.
	475,690	308,340	(167,350)	
Planning Policy				
Employee	397,744	373,996	(23,748)	Reduced hours post.
Transport	7,108	6,674	(434)	No Major Variances.
Supplies and Services	117,200	37,700	(79,500)	(£61,000) Local plan spend reserve funded. (£19,700) Professional Fees.
	522,052	418,370	(103,682)	
Conservation, Design & Landscape				
Employee	344,405	335,885	(8,520)	(£5,020) Pension contributions. (£3,500) Reduced hours post.
Transport	7,909	7,909	0	No Major Variances.
Supplies and Services	31,350	23,850	(7,500)	(£7,500) Contribution not payable.
	383,664	367,644	(16,020)	
Building Control				
Employee	547,287	559,452	12,165	£14,196 Extended trainee costs. (£2,000) Training.
Transport	18,764	17,064	(1,700)	Travel allowance
Supplies and Services	14,270	7,020	(7,250)	(£4,000) Subscriptions. (£2,000) Professional fees. (£1,000) Licences
Income	(517,642)	(473,642)	44,000	Delay in forecast fee income due to application process.
	62,679	109,894	47,215	
Planning Enforcement Team				
Employee	237,783	248,383	10,600	No Major Variances.
Transport	8,219	6,219	(2,000)	Reduced mileage claims due to use of EV vehicles.
Supplies and Services	4,650	850	(3,800)	(£2,000) Computer Software. (£1,700) Professional Fees.
	250,652	255,452	4,800	
Property Information				
Employee	131,690	131,690	0	No Major Variances.
Transport	100	100	0	No Major Variances.
Supplies and Services	97,790	97,790	0	No Major Variances.
Income	(178,450)	(178,450)	0	No Major Variances.
	51,130	51,130	0	
Ad Planning				
Employee	127,004	109,759	(17,245)	(£15,000) Training (£4,592) Vacant post. £2,350 New appointment advertising.
Transport	1,325	1,325	0	No Major Variances.
Support Services	(10,000)	(10,000)	0	No Major Variances.
	118,329	101,084	(17,245)	
Total Planning	1,864,196	1,611,914	(252,282)	
Total Service Delivery	11,004,087	10,571,284	(432,803)	

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	1,076,427	6,172,212	6,147,712	0	0	0	0
Purchase of Bins	600,000	150,000	178,476	23,774	154,702	150,000	150,000	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	819	64,361	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	163,832	236,168	1,750	234,418	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	1,218	148,782	3,415	145,367	0	0	0	0	0
Coastal Defences	600,000	150,000	150,000	50,845	99,155	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	514,300	0	171,400	15,000	156,400	342,900	0	0	0	0
Waste Vehicles & Food Waste Bins	1,972,750	16,750	1,956,000	0	1,956,000	0	0	0	0	0
Overstrand Seawall Works	1,280,000	0	1,280,000	0	1,280,000	0	0	0	0	0
			14,315,002	2,943,079	11,371,922	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)				
			2025/26 £	2025/26 £	2025/26 £	2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Budget 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 Facility	860,000	12,432	847,568	0	847,568	0	0	0	0	0	
Cromer 3G Football Facility	1,000,000	20,859	979,141	684,743	294,398	0	0	0	0	0	
The Reef Leisure Centre	12,861,000	12,608,177	252,823	51,721	201,102	0	0	0	0	0	
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0	
New Play Area (Sheringham, The Lees)	120,000	48,571	71,429	71,889	(460)	0	0	0	0	0	
Fakenham Leisure and Sports Hub (FLASH)	11,630,000	539,514	11,090,486	1,641,861	9,448,625	0	0	0	0	0	
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	16,665	14,825	1,840	0	0	0	0	0	
Holt Country Park Staff Facilities	93,500	89,497	4,003	0	4,003	0	0	0	0	0	
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0	
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0	
Itteringham Shop Roof Renovation	20,000	0	20,000	0	20,000	0	0	0	0	0	
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0	
Public Conveniences Renovation, Holt Country Park	50,000	0	50,000	5,205	44,795	0	0	0	0	0	
Holt Country Park Eco Learning Space	140,000	0	140,000	23,354	116,646	0	0	0	0	0	
Holt Country Park Play Equipment	85,000	0	85,000	0	85,000	0	0	0	0	0	
			14,337,003	2,591,474	11,745,529	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	12,317,266	Annual Programme	2,317,266	920,675	1,396,591	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	2,054,373	1,425,212	629,161	420,000	209,161	0	0	0	0	0
Council Owned Temporary Accommodation	6,346,584	4,762,007	1,584,577	979,800	604,777	0	0	0	0	0
Housing S106 Enabling	2,500,000	1,136,000	1,064,000	0	1,064,000	300,000	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	200,000	140,000	0	0	0	0	0
			6,318,839	2,520,475	3,798,364	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	164,633	687,814	0	0	0	0	0
Property Acquisitions	710,000	9,133	700,868	3,000	697,868	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	15,242	109,686	0	0	0	0	0
Marrams Building Renovation	50,000	3,487	46,513	0	46,513	0	0	0	0	0
Car Parks Refurbishment	601,000	129,200	411,800	16,826	394,974	60,000	0	0	0	0
Marrams Footpath and Lighting	290,000	52,627	237,373	7,975	229,398	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	165,351	75,138	90,213	74,945	15,269	0	0	0	0	0
UK Shared Prosperity Fund	474,196	399,403	74,793	15,000	59,793	0	0	0	0	0
Rural England Prosperity Fund	1,895,110	1,457,851	437,259	407,537	29,722	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	149,214	786	400	386	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	25,113	29,887	0	0	0	0	0
Collectors Cabin Roof	30,000	375	29,625	15,975	13,650	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	150,000	0	150,000	2,048	147,953	0	0	0	0	0
Weybourne Car Park Improvements	20,000	0	20,000	15,000	5,000	0	0	0	0	0
			3,231,603	763,693	2,467,910	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	13,500	16,500	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	0	40,000	0	40,000	0	0	0	0	0
			363,320	251,912	111,408	60,000	0	0	0	0
Totals			38,565,767	9,070,633	29,495,133	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	24,761,386	6,623,915	18,137,470	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	3,780,000	1,326,443	2,453,557	300,000	0	0	0	0
Reserves	1,438,049	228,623	1,209,426	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0
Capital receipts	2,952,942	576,483	2,376,459	610,000	300,000	0	0	0
Borrowing	5,613,390	300,169	5,313,221	124,300	0	0	0	0
Total	38,565,767	9,070,633	29,495,133	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

This page is intentionally left blank

Reserves Statement Budget Monitoring P10 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast usage P10 2025/26	Forecast Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29	Budgeted Movement 2029/30	Balance 01/04/30
		£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,825,161	(14,706)	1,248,134	4,073,295	251,276	4,324,571	0	4,324,571	0	4,324,571	0	4,324,571
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	(134,251)	(134,251)	293,697	300,000	593,697	0	593,697	0	593,697	0	593,697
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	727,822	(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 and 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)	(544,432)	572,991	(50,000)	522,991	0	522,991	0	522,991	0	522,991
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	178,079	0	(30,000)	148,079	0	148,079	0	148,079	0	148,079	0	148,079
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

Reserves Statement Budget Monitoring P10 2025/26

Reserve	Purpose and Use of Reserve	Balance	Updated	Forecast	Forecast	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/25	Budgeted	usage P10	Balance	Movement	01/04/27	Movement	01/04/28	Movement	01/04/29	Movement	01/04/30
		£	Movement	2025/26	01/04/26	2026/27	£	£	£	£	£	£	£
			2025/26	2025/26									
		£	£	£	£	£	£	£	£	£	£	£	£
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	1,616,000	0	0	0	0	0	0	0	0	0	0
Grants	Revenue Grants received and due to timing issues not used in the year.	2,719,520	(95,159)	(211,590)	2,507,930	(83,854)	2,424,076	(19,720)	2,404,356	(20,020)	2,384,336	0	2,384,336
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	1,551,341	(284,460)	(284,460)	1,266,881	(219,959)	1,046,922	(59,513)	987,409	0	987,409	0	987,409
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	593,019	0	0	593,019	0	593,019	0	593,019	0	593,019	0	593,019
Land Charges	To mitigate the impact of potential income reductions.	250,052	0	0	250,052	0	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	52,914	(4,579)	(4,579)	48,335	0	48,335	0	48,335	0	48,335	0	48,335
Local Government Reorganisation	To provide for costs associated with the implementation of Local Government Reorganisation.	0	0	0	0	750,000	750,000	0	750,000	0	750,000	0	750,000
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	456,327	(50,000)	(50,000)	406,327	0	406,327	0	406,327	0	406,327	0	406,327
Net Zero Initiatives	to support the Councils Net Zero programme	384,037	(21,400)	(21,400)	362,637	(278,600)	84,037	0	84,037	0	84,037	0	84,037
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	118,315	(83,763)	(22,763)	95,552	0	95,552	0	95,552	0	95,552	0	95,552
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	98,881	0	0	98,881	0	98,881	0	98,881	0	98,881	0	98,881
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	0	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	278,433	46,763	46,763	325,196	12,000	337,196	50,000	387,196	50,000	437,196	50,000	487,196
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	699,748	0	(159,205)	540,543	0	540,543	0	540,543	0	540,543	0	540,543
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	515,337	515,337	515,337	285,000	800,337	400,000	1,200,337	400,000	1,600,337	400,000	2,000,337
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	0	300,000	0	300,000	0	300,000	0	300,000	0	300,000
Total Reserves		16,502,000	376,102	(156,694)	16,345,306	787,863	17,133,169	352,767	17,485,936	411,980	17,897,916	450,000	18,347,916

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

Asst Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Service Delivery									
Environmental Health and Leisure	Environmental Health and Leisure Services	Increase Charges for Dog Waste and Litter Bins	NNDC empties litter bins and dog waste bins on behalf of town and parish councils. This is charged per lift, this proposal suggests an increase in charge from 25p to 50p for Dog Bins and 10p to 20p for Litter bins.	I	P	(2,905)	(2,905)	0	Price increases applied and budget achieved.
Environmental Health and Leisure	Environmental Health and Leisure Services	Garden Waste Bins	This additional income is generated by an increase in the charge for the discretionary garden waste service, from £60 per year to £65 for direct debit customers. This benchmarked against neighbouring authorities appears to be a reasonable increase. The income also reflects an increase in customers by a further 200 customers.	I	P	(65,809)	(65,809)	0	Price increase applied and budget achieved. Showing a surplus at period 4 due to collection of arrears from prior years.
Environmental Health and Leisure	Environmental Health and Leisure Services	General Environmental Health Savings	A collection of savings from the Environmental Protection, Public Protection, Environmental Services and Civil Contingencies Budgets. Including training, equipment and professional services.	S	P	(23,500)	(23,500)	0	Saving met
Environmental Health and Leisure	Environmental Health and Leisure Services	Various savings Leisure and Localities	A collection of savings from the following areas: water and sewerage - putting and bowling greens, R & M - Leisure Centres, Fixture and fittings - Foreshore and income from the NN Youth Advisory Board which will contribute to the Countryside Service costs in the coming year.	S	P	(42,848)	(42,848)	0	Budgets reduced and current spend is within budget
Environmental Health and Leisure	Environmental Health and Leisure Services	Sampling Assistant	The Sampling Assistant (Private Water, Shellfish and Dairies) retired in September 2024- rather than fill this vacancy this work can be undertaken by the Environmental Protection Rangers.	S	P	(21,950)	(21,950)	0	Sampling Assistant post deleted. Review of Ranger job description now encompasses this work.
Environmental Health and Leisure	Environmental Health and Leisure Services	Countryside events	Countryside events.	I	P	(5,000)	(5,000)	0	Events planned
Environmental Health and Leisure	Environmental Health and Leisure Services	Reduced out of hours service	Reduced out of hours service.	S	P	(4,600)	(4,600)	0	Standby budgets reduced and savings met - now operating an EH callout service only on Fridays, Saturdays, Sundays and Bank Holidays.
Environmental Health and Leisure	Environmental Health and Leisure Services	Seasonal Foreshore Service	Seasonal Foreshore Service.	S	P	(14,950)	(14,950)	0	Post deleted
People Services	People Services	General savings	Early Help & Prevention Service -Misc. savings offered. £500 training, £500 equipment, £200 PPE, £1,000 travel.	S	P	(2,200)	(2,200)	0	Budgets reduced and current spend is within budget
People Services	People Services	Misc. Savings - Housing Options	Various budget savings totalling £6,659.	S	P	(6,659)	(6,659)	0	Budgets reduced and current spend is within budget
People Services	People Services	Information, Advice and Guidance funding (IAG)	Reduction of funding in IAG budget from £77,323 to £34,000	S	P	(54,323)	(54,323)	0	Budgets reduced and current spend is within budget
People Services	People Services	People Services Staffing	Staffing savings as a result of vacancies and reduced working hours. Whilst this is offered as a permanent budget saving there could be the need to review this at a later date, depending on work pressures.	S	P	(122,848)	(122,848)	0	Saving met
People Services	People Services	Fixed term contract overheads	Fixed term contract overheads funded from external grant.	S	O	(50,000)	(50,000)	0	Saving met

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

Asst Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Planning	Planning	Minor reductions in numerous budget lines	Small scale budget reductions across various budget lines.	S	P	(22,896)	(22,896)	0	Saving met
Planning	Planning	Building Control Fee Increases	Increase building control fees so that 'controllable budget' position would be cost neutral in 2025/26. This would amount to a 6.2% increase in annual income targets.	I	P	(30,142)	0	30,142	Due to delayed implementation of fee increase.
Planning	Planning	Planning Service Budget Resources Review	Review of budget resources within the planning service area.	S	P	(116,951)	(29,351)	87,600	Savings made from 2 of the posts but no restructure has been implemented to date.
Planning	Planning	New Government Funding for Planning	It isn't yet certain that any such funding will be provided to NNDC - although the Government have announced that £46m will be spend nationally. The figure shown is an estimate of what NNDCs allocation (of the £46m) might be.	I	O	(75,000)	0	75,000	No grant was received in the year.
Planning	Planning	Nutrient Mitigation Fund	Funding due to reimburse NNDC for the Officer time spent on Nutrient Mitigation Fund work	I	P	(10,000)	(10,000)	0	Saving met
Planning	Planning	Disbanding the Planning Policy and Built Heritage Working Party	Disbanding the Planning Policy and Built Heritage Working Party - after the adoption of the current Draft Local Plan	S	P	(500)	(500)	0	Saving met
Total Service Delivery						(673,081)	(480,339)	192,742	
Corporate									
Corporate Functions	Corporate/ Car parks	Additional car park income from increased fees and charges	Income from increased fees and charges, with next review to increase fees and charges for the year 2027/28	I	p	(600,000)	(600,000)	0	This saving will be achieved and is likely to be a surplus, however, we are predicting that we will be £95,609 under budget due to offsetting Hornbeam Income saving below.
Corporate Functions	Corporate / Car parks	Additional car park income from additional car parks	Charging at Hornbeam Road, opportunities for further car parks	I	P	(100,000)	(1,000)	99,000	Predicting a £95,609 shortfall in car park income overall.
Corporate Functions	Corporate / Car parks	Additional income from Cadogan Road.	Increasing the car parking spaces at Cadogan Road, therefore generating more income.	S	P	(33,000)	(33,000)	0	Saving met
Corporate Functions	Corporate	Restructure of CDU	Initial discussions have taken place with a member of the team about their position in the Council (at the staff member's request) and a voluntary redundancy package could be offered and the post deleted from the establishment.	S	P	(53,512)	(42,220)	11,292	Employee left later than savings were calculated at. This also assumes that the redundancy costs are funded from the reserves.
Corporate Functions	Corporate	Closure of Cromer Tourist Information Centre	Closure of Cromer Tourist Information Centre	S	P	(92,963)	(73,291)	19,672	The Info centre closed a month later than planned, so there are additional staffing costs, as well as ongoing maintenance costs while the property sits empty ready for a tenant to take over. This saving could further reduce depending on length of time the building sits empty.
Legal and Governance	Legal Services	Legal Services	Increase income target by £5,000.	I	O	(5,000)	(5,000)	0	Saving met

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

Asst Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Legal and Governance	Democratic Services	Youth Council	Looking at alternative ways to engage young people and thereby removing the majority of the Youth Council Budget. Need to retain a small fraction of the budget to assist with alternative delivery of Youth engagement.	S	P	(9,000)	(9,000)	0	Saving met
Total Corporate Resources						(893,475)	(763,511)	129,964	
Finance, Assets and Revenues	IT Web	Training Budget Saving	Halving the training budget for IT-Web will save £2,500 per year.	S	P	(2,500)	(2,500)	0	Saving met
Finance, Assets and Revenues	IT - Infrastructure	Technical Support Assistant	The IT Infrastructure Team have 1 x Grade 10 Technical Support Assistant post, of which they would be prepared to give up the budget (a total of £33,564). This would not have an impact on the current FTE of the team, and nor would any redundancy costs be incurred.	S	P	(32,562)	(32,562)	0	Saving met
Finance, Assets and Revenues	IT	Ceasing the software that enable us to access archived files	We currently pay for software to access the files from our old 'm' drives. In 2021 we moved from an old folder structure (which I refer to as the 'm' drive) to the Libraries. I am now proposing we don't need this software (saving of £6k per year).	S	P	(5,500)	(5,500)	0	Saving met
Finance, Assets and Revenues Page 185	ICT Applications	Reduction in EH software costs	Following review of their software components with the Environmental Health department it has been determined the following component delivers minimal efficiency for the outlaid costs: Assure Food Mobile Renewal for 7 users £7,700. The service have confirmed this does not need to be renewed when the current agreement ceases (End Jan 25). The account manager has been made aware of our intentions in this regard.	S	O	(7,700)	(7,700)	0	Saving met
Finance, Assets and Revenues	ICT Applications	Software Savings	Software savings	S	P	(42,000)	(19,140)	22,860	The savings in relation to Civica Open Revenues and Northgate Assure software have both been met, however the IT Application team are forecasting an overspend of £22,860 in relation to Software, this is mainly due to Concerto cost increasing by £23,360 and two other products (Limehouse Keystone and Esri (UK) - ArcGIS) being purchased by service departments which do not have budget.

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

Asst Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P10 Forecast Savings /Income	Variance	Comments
Finance, Assets and Revenues	Estates	Estates Savings & Income generation	Rental reviews resulting in additional income: 1) Industrial Estate N. Walsham £7,445. 2) North Walsham (The Cedars) £8,679. Expenditure savings: 1) North Walsham (The Cedars) other professional fee budget £5,000 2) Other minor savings totalling £206 within Itteringham cost centres. 3) Consultancy fees within estates reduction in budget of £400.	S/I	P	(21,730)	(19,092)	2,638	Additional rental income at North Walsham Industrial estate not forecast to be achieved. Cedars rental increase only going to be around £793 shortfall due to damp issues. £5,000 Other Professional Fee forecast to be achieved. £400 consultancy fees saving not going to be achieved. £206 Itteringham forecast to be achieved.
Finance, Assets and Revenues	Property Services	Reduction of various repairs and maintenance budgets	Reduce R & M budgets on the following; Amenity Lighting - £8,000 Cromer Pier - £10,000 Toilets - £10,000 Car Parks - £10,000	S	P	(38,000)	(21,100)	16,900	Only £1.100 forecast to be achieved of £8,000 Amenity Lighting saving. £10,000 car park saving forecast to be achieved. £10,000 Cromer Pier forecast not to be achieved. £10,000 Public Conveniences forecast to be achieved.
Finance, Assets and Revenues	Property Services	Reductions of various generic budgets	Reduce training budget by £8,000, subscriptions to professional bodies by £600, Consumable purchases by £2,000, PPE by £1,000 and play equipment by £263.	S	P	(11,863)	(11,863)	0	Saving met
Finance, Assets and Revenues	Public Conveniences	Reduction in various direct cost budgets	Reduction in direct cost budgets.	S	P	(40,000)	(40,000)	0	Saving met
Sustainable Growth	Sustainable Growth Coast Protection	Consultancy Fees - General	Reduction in budget for consultancy fees by £20,000 (from £48,000) on the basis that such fees will have to be met by the revenue works budget or from budgets for specific capital projects.	S	P	(20,000)	(20,000)	0	Saving met
Sustainable Growth	Sustainable Growth Coastal Management	CPD Training	Reduction in budget for training by £3,000 (from £5,000)	S	P	(3,000)	(3,000)	0	Saving met
Sustainable Growth	Sustainable Growth Coast Protection	Computer Software and Licences	Reduction in computer purchases - software - and computer software licences budget (from £2,000)	S	P	(2,000)	(2,000)	0	Saving met
Sustainable Growth	Sustainable Growth	Orchestras Live - Grant	It is considered that activities under this grant from 25/26 will no longer need to be supported by this grant.	S	P	(3,550)	(3,550)	0	Saving met
Sustainable Growth	Sustainable Growth	Various reductions	Various reductions across budgets including £1,300 on subs to professional bodies, £6,500 in marketing, £1,500 in computer software, £7,500 in marketing north Norfolk subscriptions and £2,000 in generic training.	S	P	(18,800)	(18,800)	0	Saving met
Sustainable Growth	Sustainable Growth Housing Strategy	Deletion of Consultancy Fees budget	This is a budget to fund projects to deliver the housing strategy projects. In future, where a project requires resources to deliver, this will need to be made clear in any recommendations to Cabinet and a business case made for any budget .	S	P	(10,000)	(10,000)	0	Saving met
Sustainable Growth	Sustainable Growth	Budget Efficiencies	Review of current resources to deliver efficiency savings.	S	P	(55,000)	0	55,000	Saving wont be met until the 26/27 year due to grant implementation.
Total Resources						(314,205)	(216,807)	97,398	
Total Budgeted Savings						(1,880,761)	(1,460,657)	420,104	

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

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

Links to key documents:	
Corporate Plan:	This report is required to ensure the Council can demonstrate it is in a sound financial position and able to deliver the projects in the Capital Programme which support the Corporate Plan Objectives.
Medium Term Financial Strategy (MTFS)	This report supports the MTFS in confirming adequate financing is in place to deliver the Council's Capital Programme.
Council Policies & Strategies	The Council's Treasury Management Strategy 2025/26

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

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

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

2. Introduction & Background

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

3. Proposals and Options

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

4. Corporate Priorities

- 4.1 Ensuring there is adequate funding in place is essential to delivering the Council's Capital Programme which supports the Corporate Plan and MTFs.

5. Financial and Resource Implications

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

Comments from the S151 Officer:

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

6. Legal Implications

6.1 None as a direct consequence of this report.

Comments from the Monitoring Officer

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

7. Risks

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

8. Net Zero Target

8.1 None as a direct consequence of this report.

9. Equality, Diversity & Inclusion

9.1 None as a direct consequence of this report.

10. Community Safety issues

10.1 None as a direct consequence of this report.

11. Conclusion and Recommendations

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

This page is intentionally left blank

North Norfolk District Council
Treasury Management Q3 Report

Contents

1. Economics update	3
2. Interest rate forecasts	5
3. Annual Investment Strategy	8
4. Borrowing	11
5. Debt rescheduling	13
6. Compliance with Treasury and Prudential Limits	13
7. Other.....	13
APPENDIX 1: Prudential and Treasury Indicators for 2025-26 as of 31 st December 2025	143
APPENDIX 2: Investment Portfolio.....	154
APPENDIX 3: Approved countries for investments as of 31 st December 2025	165

Treasury Management Update

Quarter Ended 31st December 2025

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

1. Economics update

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

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

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

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

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

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

2. Interest rate forecasts

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

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

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

- Our revised PWLB rate forecasts are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps) and is set to prevail until at least the end of March 2026. Hopefully, there will be a further extension to this discounted rate announced in January.
- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts are generally to the upsides. Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB borrowing	Current borrowing rates as at 22.12.25 p.m. %	Target borrowing rate now (end of Q4 2027) %	Target borrowing rate previous (end of Q4 2027) %
5 years	4.81	4.10	4.20
10 years	5.39	4.70	4.70
25 years	6.01	5.30	5.30
50 years	5.78	5.10	5.10

Borrowing advice: Our long-term (beyond 10 years) forecast for the neutral level of Bank Rate remains at 3.5%. As all PWLB certainty rates are still above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve (<5 years PWLB maturity/<10 years PWLB EIP) and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

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

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

We will continue to monitor economic and market developments as they unfold. Typically, we formally review our forecasts following the quarterly release of the Bank of England's Monetary Policy Report but will consider our position on an ad-hoc basis as required.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3. Annual Investment Strategy

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

- Security of capital
- Liquidity
- Yield

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

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

Creditworthiness.

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

Investment counterparty criteria

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

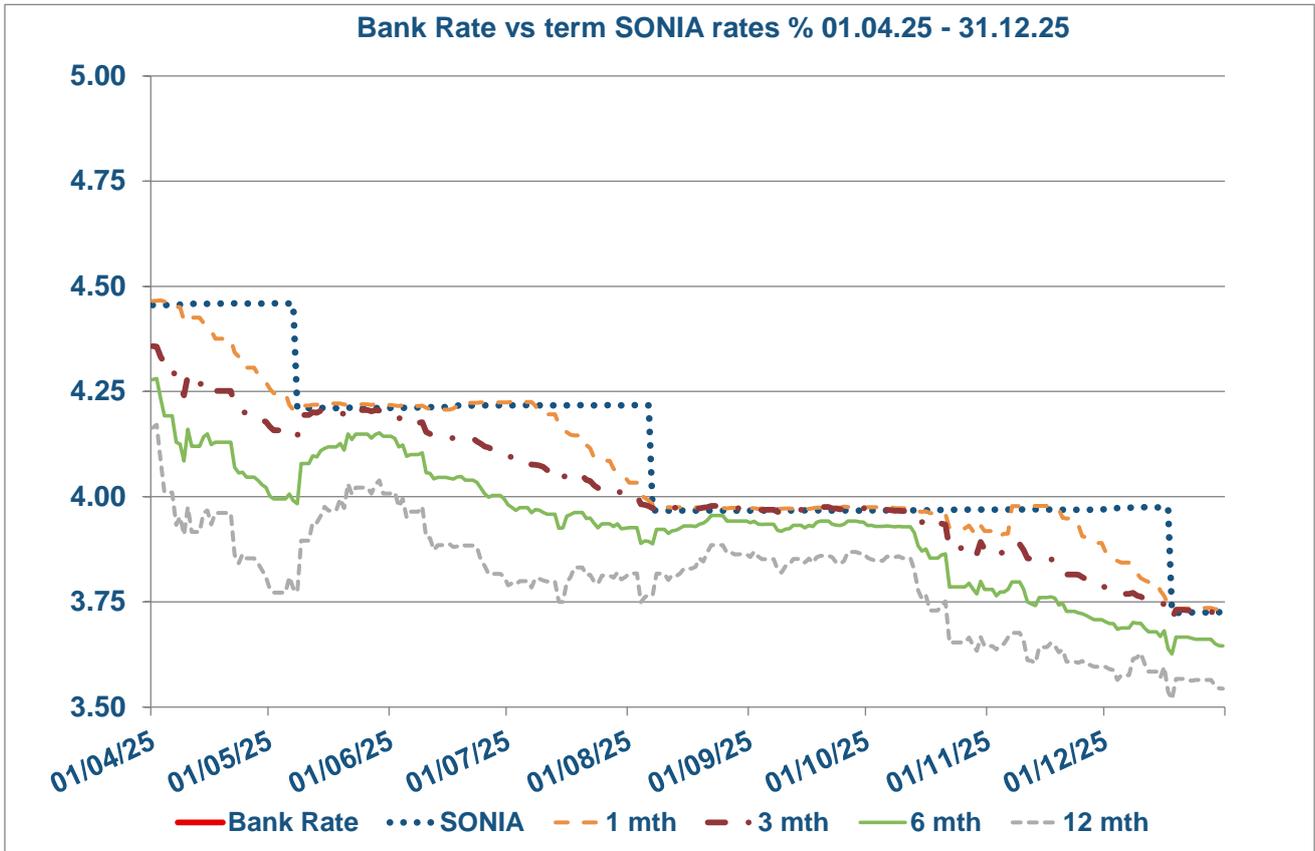
CDS prices

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

Investment balances

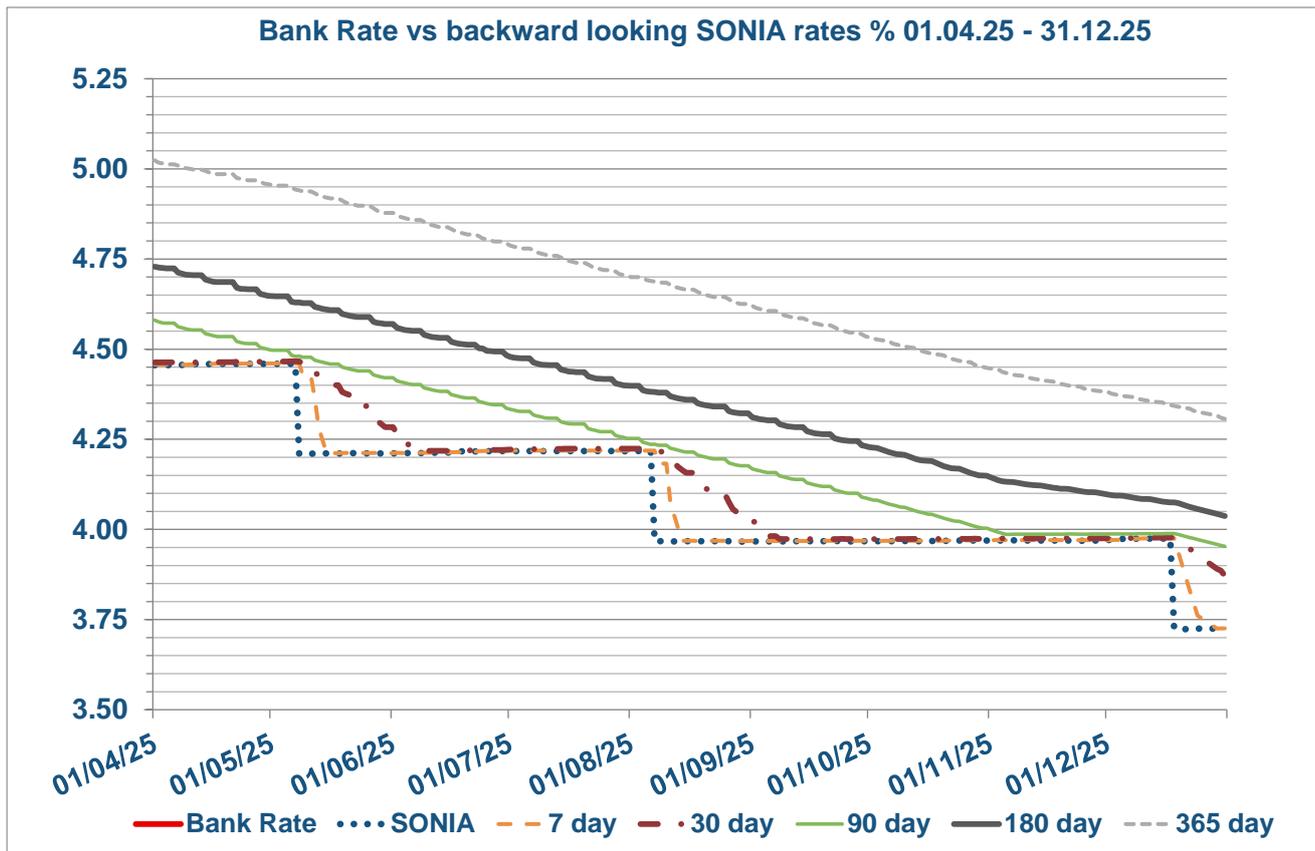
The average level of funds available for investment purposes during the quarter was **£12.218m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council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

Investment performance 01.04.25 to 31.12.25



FINANCIAL YEAR TO QUARTER ENDED 31.12.25

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



FINANCIAL YEAR TO QUARTER ENDED 31 December 2025

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

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

Fund investments

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

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

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

Approved limits

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

4. Borrowing

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

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

PWLB maturity Certainty Rates 01.04.25 to 31.12.25

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

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

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

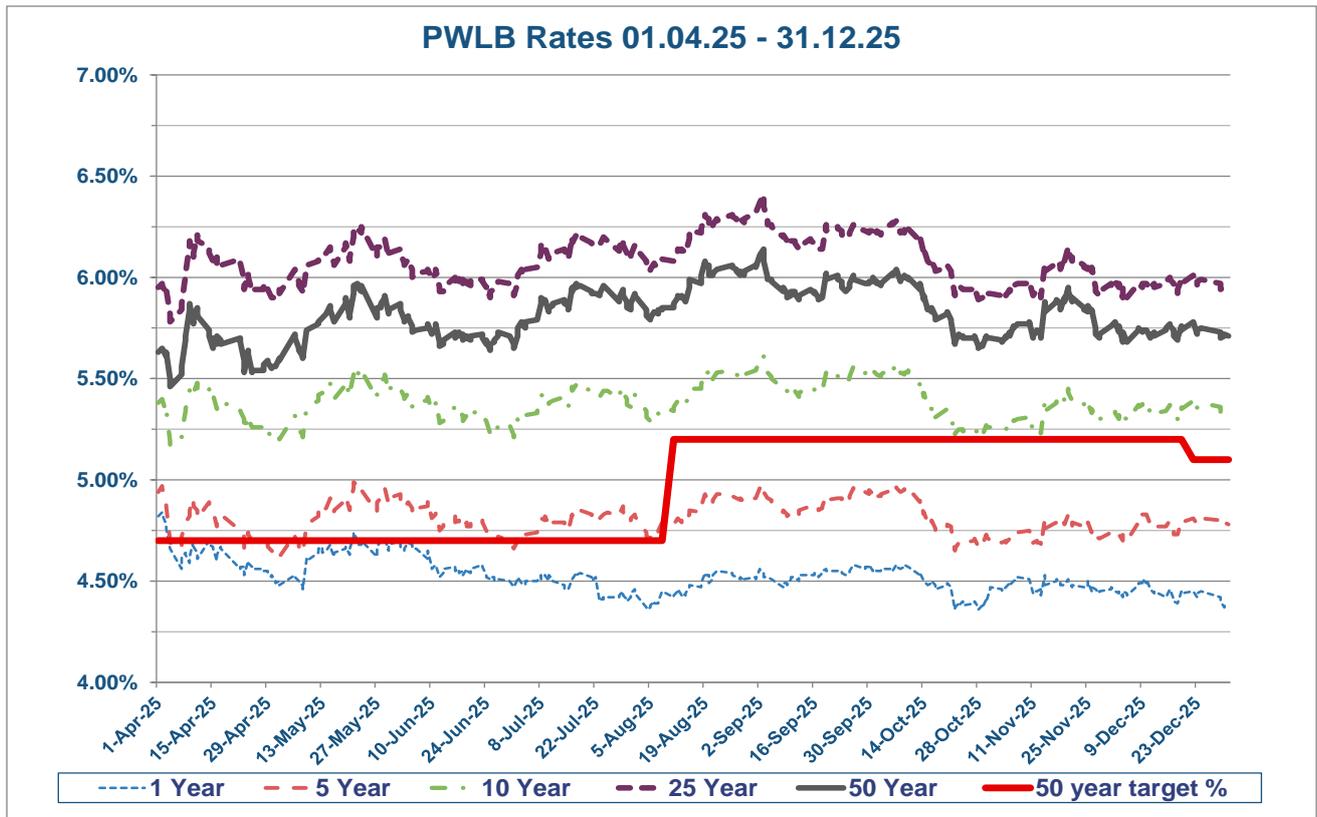
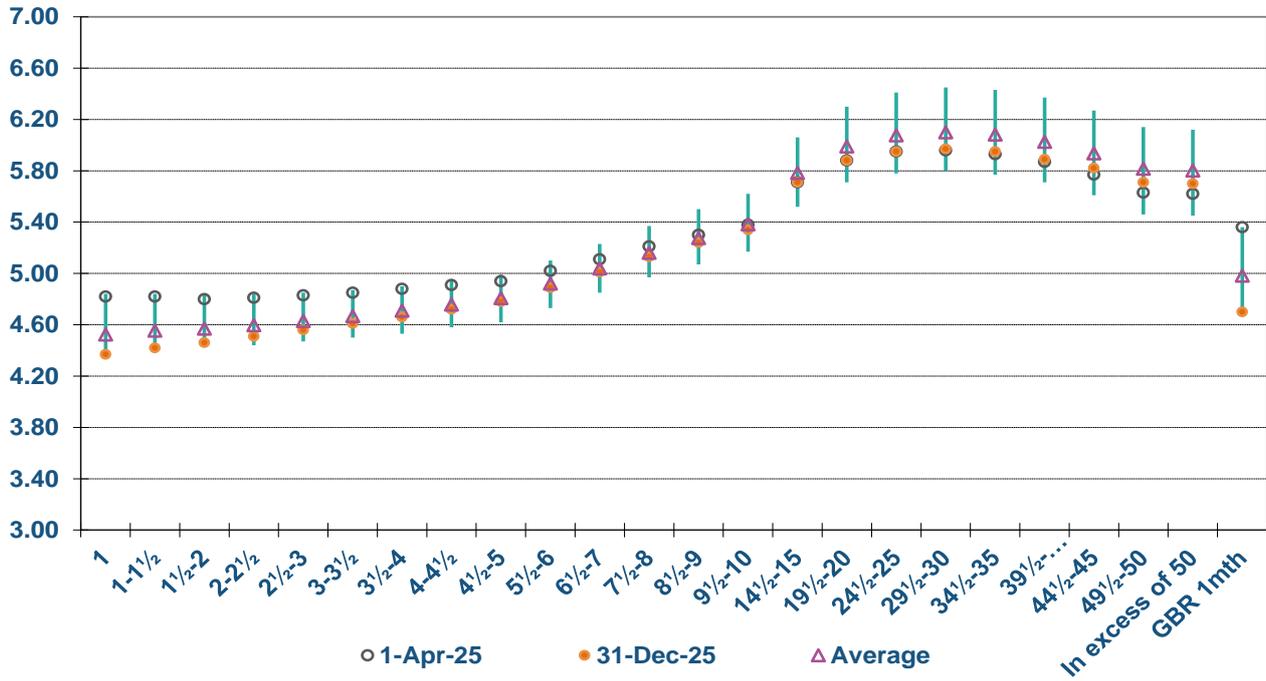
It was a different story for the longer part of the curve, and in recent weeks the Debt Management Office has confirmed that it will seek to issue less gilts in the longer part of the curve and seek to focus on the short to medium part of the curve, where investors are more willing to purchase. That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

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

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

PWLB RATES 01.04.25 - 31.12.25

PWLB Certainty Rate Variations 01.04.25 to 31.12.25



HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 31.12.25

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

5. Debt rescheduling

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

6. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

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

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

7. Other

Changes in risk appetite

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

Sovereign limits

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

Sources of borrowing

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

Recommendations

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

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

APPENDIX 1: Prudential and Treasury Indicators for 2025-26 as of 31st December 2025

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

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

APPENDIX 2: Investment Portfolio

Investments held as of 31st December 2025 compared to our counterparty list:

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

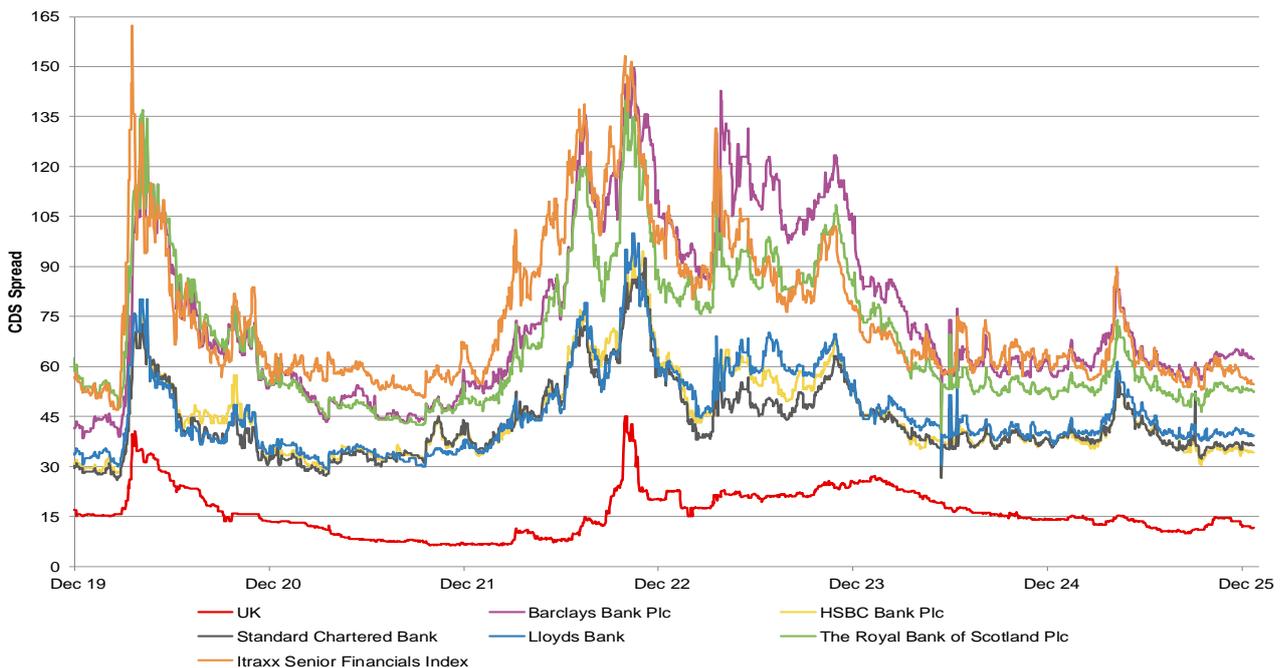
Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to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

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

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

UK Banks 5 Year Senior Debt CDS Spreads as of 31st December 2025

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



APPENDIX 3: Approved countries for investments as of 31st December 2025

Based on lowest available rating:

AAA

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

AA+

- Canada
- U.S.A.

AA

- Abu Dhabi (UAE)
- Finland
- Qatar

AA-

- U.K.

A+

- Belgium
- France