

Please contact: Democratic Services

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9th June 2026

A meeting of the **Council** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Wednesday, 17 June 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 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 - 22

To confirm the minutes of the meeting of the Council held on 20th May 2026.

3. TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

23 - 28

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 AND PANELS

The following members have been appointed by the Group Leaders to the Councillor Community Grants Fund Review Panel:

Cllr L Shires (Chair), Cllr R Macdonald
Cllr K Bayes, Cllr T FitzPatrick (substitute)
Cllr J Punchard (substitute)

The Review Panel was established by Cabinet and operates under delegation from Cabinet. The appointments are therefore for noting only.

9. PORTFOLIO REPORTS

29 - 92

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. RECOMMENDATIONS FROM CABINET 01 JUNE 2026

93 - 102

The following recommendations were made by Cabinet to Full Council at the meeting held on 01 June 2026:

Cabinet Agenda Item 11: Refurbishment of the Pavilion Theatre, Cromer Pier

Recommendation 1

1. To recommend that Full Council increases the capital programme by £2.400m funded by borrowing.
2. That delegated authority is granted to the Assets and Property Programme Manager, in consultation with the Portfolio Holder for Finance, Estates and Property Services and the s151 Officer, to award a contract for the delivery of the works up to the approved budget.

Please note that there is an exempt appendix for this item which is attached at Agenda item 18

11. RECOMMENDATIONS FROM THE GOVERNANCE, RISK & AUDIT COMMITTEE - 02 JUNE 2026

103 - 130

The following recommendation was made to Full Council by the Governance, Risk & Audit Committee (GRAC) at the meeting on 2nd June 2026:

Agenda item 11: Treasury Management Outturn Report 2025/2026

RESOLVED:

To recommend that Full Council approves the Treasury management outturn position for 2025/2026.

12. RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 10TH JUNE

Please note that the Overview & Scrutiny Committee meeting took place after the Full Council meeting agenda was published. The Chair of the Committee will provide a verbal update to members at the meeting.

13. SCOTTOW ENTERPRISE PARK - REPORTING OF DELEGATED DECISION 131 - 132

Reporting of a delegated decision outlining “in principle” support for a proposed major investment at the Scottow Enterprise Park..

14. HR ADVISOR LOCAL GOVERNMENT REORGANISATION (LGR) 133 - 136

Executive Summary	<p>This report seeks approval to increase the current HR Advisor establishment by seven hours per week, enabling recruitment to a full-time, permanent HR Advisor post and ensuring sufficient capacity to support the organisation with ongoing demands.</p> <p>Key performance indicators show an increase in total sickness absence from 2,195 days (2024/25) to 2,409 days (2025/26), with long-term sickness rising from 738 days to 1,267 days, alongside sustained turnover (31 leavers in 2024/25; 34 in 2025/26).</p> <p>Additional HR resource will help maintain consistent advice across all services, support managers through complex long-term absence cases, and strengthen recruitment and case management ahead of upcoming legislative change.</p>
Options considered	<ol style="list-style-type: none"> 1. Increase the headcount of the department by 7 hours to allow consistency in levels of advice and support across all service areas 2. To maintain the headcount of the department
Consultation(s)	No consultation has taken place.
Recommendations	To approve Option 1 – increase to the establishment by 7 hours per week to allow for recruitment to a full-time permanent HR Advisor post
Reasons for recommendations	To allow the team to provide timely, efficient and professional HR Advice to all service areas
Background papers	N/A

Wards affected	N/A
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Susan Sidell, HR Manager

15. QUESTIONS RECEIVED FROM MEMBERS

None Received.

16. OPPOSITION BUSINESS

None Received.

17. NOTICE(S) OF MOTION

None Received.

18. 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) 3 of Part 1 of Schedule 12A (as amended) to the Act.”

Information in this appendix involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.

This paragraph relates to:

Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

The information is commercially sensitive, relating to commercial options being considered by the authority. Releasing this information would be likely to have a prejudicial impact upon third parties as well as the Council in obtaining best value.

19. PRIVATE BUSINESS

137 - 178

Exempt Appendix to Agenda Item 10:

Cabinet Recommendations – Refurbishment of Pavilion Theatre, Cromer Pier.

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COUNCIL

Minutes of the meeting of the Council held on Wednesday, 20 May 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 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 L Paterson	Cllr S Penfold
Cllr P Porter	Cllr J Punchard
Cllr C Ringer	Cllr C Rouse
Cllr L Shires	Cllr M Taylor
Cllr J Toye	Cllr K Toye
Cllr L Withington	

Also in attendance: The Chief Executive, The S151 Officer, the Monitoring Officer, the Director for Service Delivery, the Democratic Services & Governance Officer, the Democratic Services & Governance Officer (Regulatory) Members of the Public.

1 OUTGOING CHAIR'S COMMUNICATIONS AND ANNOUNCEMENTS

The Chair welcomed everyone to the Annual General meeting of Council. He began by outlining recent civic events that he had attended:

14th April – Chair of Norfolk County Council Outgoing Reception, County Hall
16th April – Breckland District Council Chair's Civic Reception, St Mary's Church, Attleborough
23rd April – Cllr Peter Fisher, Chair of NNDC's Civic Reception, Blakeney Harbour Rooms
26th April – Mayor of Cromer Town Council's Civic Reception, Cromer Parish Church
8th May – The Garden Party, Buckingham Palace
16th May – Act of Remembrance – the Dams raid - at Halsey House

The Chair said that it had been a huge honour to take on the role and he thanked members for their support throughout his year in office. He had raised a total of £5000 for his chosen charity – North Norfolk Wheely boat and a short video, outlining the important role of the boat was shown.

The Chair invited representatives from the charity to come forward and presented them with a cheque. They thanked the Chair and members for their support and generosity.

2 ELECTION OF CHAIR

The Chair invited nominations for the Chair of the Council, for the forthcoming Municipal Year.

Cllr P Porter nominated Cllr M Taylor. This was seconded by Cllr T Adams.

It was RESOLVED unanimously to elect Cllr M Taylor as Chair of the Council for 2026 – 2026.

The Outgoing Chairman presented the chain of office to Cllr Taylor.

3 INCOMING CHAIR'S COMMUNICATIONS

Cllr Taylor thanked members for electing him as Chair of the Council. He then presented the outgoing Chair with his medal and a gift.

The Chair elect then signed the declaration of office. He thanked members again for electing him and said that his focus for the forthcoming year would be on local uniform groups across the district such as brownies, guides, cubs, scouts and cadets. As North Norfolk's youngest ever Chair, he wanted to show support for young people across the District.

4 ELECTION OF VICE-CHAIR OF THE COUNCIL

The Chair invited nominations for Vice-Chair of the Council for 2026-2027.

Cllr T Adams nominated Cllr K Toye. Cllr S Butikofer seconded the proposal.

There being no further nominations, it was unanimously

RESOLVED to elect Cllr K Toye as Vice-chair of the Council.

The Chair invited Cllr K Toye to accept the chain of office and sign the declaration of office.

5 VOTE OF THANKS TO THE RETIRING CHAIR AND VICE-CHAIR

The Leader of the Council, Cllr T Adams, then thanked the outgoing Chair, Cllr Fisher for being an exceptional ambassador for the Council during his year in office. Everyone appreciated and valued his hard work and commitment, and he commended the way Cllr Fisher had shone a light on the ward that he represented. He proposed a vote of thanks.

6 APOLOGIES FOR ABSENCE

Apologies were received from Cllrs P Bailey, N Dixon, W Fredericks, N Housden, K Leith, G Mancini-Boyle, L Paterson, E Tooke, A Varley and L Vickers,

7 MINUTES

The minutes of the meeting of Council held on 25th March 2026 were agreed as a correct record.

8 TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

None.

9 ITEMS OF URGENT BUSINESS

None.

10 LEADER'S ANNOUNCEMENTS

The Leader began by thanking the Elections Team for their hard work supporting the recent County Council elections. He then spoke about the retention of the six blue flags on local beaches and thanked officers for their work in achieving this.

Cllr Adams said that his time was being increasingly dominated by Local Government Reorganisation (LGR). Recent changes to the political landscape at both regional and national level had added a layer of uncertainty to the situation and he assured members that he would keep them updated on any significant changes.

He said that he was concerned about mixed messaging at county level regarding challenges to the three unitary model and broader opposition to LGR and he wasn't sure if the intent of the pre-action letter sent by the County Council was widely understood. Regardless, there was little likelihood of such a challenge being successful.

11 UPDATE BY CHIEF EXECUTIVE

The Chief Executive confirmed that he had nothing further to add to the statement made by the Leader. The official position remained unchanged. The Secretary of State had issued the 'minded to' decision on 25th March and that position had not changed.

12 REVIEW OF POLITICAL BALANCE AND ALLOCATION OF SEATS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS.

The Chair invited Cllr Adams to introduce this item. Cllr Adams explained that central Government had recently published draft regulations setting a limit on the size of committees responsible for determining planning applications (Development Committee). The current committee had 14 members and the maximum size set out in the new regulations was 13 members. Development Committee members had been asked to recommend their preferred size to Full Council and had agreed to 13 members. Any changes to committee size must be approved by Full Council, along with the impact on the allocation of committee seats.

It was proposed by Cllr T Adams, seconded by Cllr J Toye and

RESOLVED

1. That Council approves the change to the size of Development Committee from 14 members to 13.
2. That Council approves the allocation of seats to political groups as shown at Appendix B, taking into consideration any arrangements agreed by the Group Leaders
3. That delegation is given to the Group Leaders to make any appointments to

committees, sub-committees, working parties & panels.

13 REPORT ON APPOINTMENT OF MEMBERS TO CABINET

The Leader confirmed that there were no changes to Cabinet at this time.

14 APPOINTMENT OF MEMBERS AND SUBSTITUTES TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS

The Chair asked the Group Leaders in turn if they wished to make any appointments to committees, sub-committees, working parties or panels.

Cllr Adams, Leader of the Liberal Democrat Group said that he wanted to make the following changes:

Cllr A Varley to be removed from Development Committee (to meet the re-sizing requirements)

Cllr K Toye to be appointed as a substitute on Overview & Scrutiny Committee
Cllr C Rouse to replace Cllr J Toye on Development Committee, with Cllr J Toye and Cllr A Varley to be appointed as substitutes.

Cllrs P Bailey, M Gray and K Toye to be appointed as substitutes to the Constitution Working Party.

Cllr C Cushing, Leader of the Conservative Group made the following changes:

Cllr G Mancini-Boyle to be replaced by Cllr T FitzPatrick as a substitute on Overview & Scrutiny Committee
Cllr G Mancini-Boyle to be replaced by Cllr T FitzPatrick as a substitute on the Employment & Appeals Committee

Cllr J Punchard, Leader of the Independent Group confirmed that he did not want to make any changes.

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

RESOLVED unanimously to approve the appointment of members to committees, sub-committees, working parties and panels as set out in Minutes Appendix A.

15 APPOINTMENT OF CHAIRS AND VICE-CHAIRS TO COMMITTEES

The Chair invited the Group Leaders to nominate members to the positions of Chairs and Vice-Chairs of Committees.

Cllr T Adams proposed the following:

Cllr P Fisher to be appointed as Chair of the Licensing Committees, with Cllr C Rouse appointed as Vice-Chair.

Cllr Lucy Shires to be appointed as Vice-Chair of the Employment & Appeals Committee

Cllr R Macdonald to be appointed as Chair of Standards Committee.

It was proposed by Cllr T Adams, seconded by Cllr M Hankins and

RESOLVED unanimously to approve the appointment of Chairs and Vice-Chairs, as set out at Minutes Appendix B.

16 APPOINTMENT OF MEMBERS TO OUTSIDE BODIES

The Chair invited the Group Leaders to propose any changes to appointments to Outside Bodies.

Cllr T Adams proposed the following:

Cllr S Penfold to replace Cllr L Withington on the Norfolk Records Committee
Cllr S Penfold to replace Cllr L Withington on the Norfolk Museums Committee
Cllr P Bailey to replace Cllr C Heinink on the Sheringham Little Theatre Society

Cllr C Cushing proposed that Cllr T FitzPatrick be appointed to one of the vacant positions on the Norfolk Rivers Internal Drainage Board.

Cllr Adams said that he understood there may be some changes in the coming weeks to Norfolk County Council led outside bodies and he would update members when he had more information.

It was proposed by Cllr T Adams, seconded by Cllr A Brown and

RESOLVED unanimously to
RESOLVED to approve

1. To **approve** Council appointments to Outside Bodies and Joint Committees (Minutes Appendix C)
2. To **approve** the Overview & Scrutiny Committee's appointment to the Norfolk Health Overview and Scrutiny Committee (Minutes Appendix D)
3. To note Executive appointments to Outside Bodies and Joint Committees (Minutes Appendix E)

17 COUNCILLOR ACCESS TO THE LOCAL GOVERNMENT PENSION SCHEME (LGPS)

The Democratic Services & Governance Manager introduced this item. She explained that the Government had introduced changes to the Local Government Pension Scheme (LGPS), including restoring access for councillors and extending access to certain elected mayors in England.

The Local Government Pension Scheme (Elected Member Pensions) Regulations 2026 amended the LGPS Regulations to reinstate access for councillors in England and came into force in April 2026.

The Leader, Cllr T Adams, added that the right for elected members to join the LGPS had been removed in 2014. He welcomed the reinstatement and explained that it was a procedural matter so that the changes would be reflected in the Council's Scheme of Members' Allowances and the Constitution.

Cllr T FitzPatrick urged members to take advantage of joining the scheme. He said that it had been a serious mistake to remove the right of members to join the

scheme.

It was proposed by Cllr T Adams, seconded by Cllr A Brown and

RESOLVED unanimously to

1. Note the recent legislative changes restoring access to the LGPS for councillors in England on an opt-in basis from Monday 11 May 2026,
2. Amend the Members Allowances Scheme to reflect the change.

18 DEVELOPMENT MANAGEMENT SERVICE - RESOURCE REVIEW

Cllr A Brown, Portfolio Holder for Planning & Enforcement, Introduced this item. He explained that additional resource was needed in the Planning Service to ensure it could deliver timely planning decisions in the wider public interest following adoption of the Councils Local Plan on 17 December 2025 and the expected increase in planning application submissions. He went on to say that with increased planning fee income, now was the right time to review resourcing options to ensure a clearer division of labour and increased resource capacity to help maximise the value of skills and experience already in the team and to drive forward improved planning outcomes and timeliness of decision making.

It was proposed by Cllr A Brown, seconded by Cllr M Hankins and

RESOLVED to

1. Approve "Option Three – Managed Growth" as set out in the report across paragraphs 3.14 to 3.30 to deliver a re-structured DM Service as set out at Appendix A Figure 2
2. Authorise immediate recruitment to the four new posts.

19 PLANNING POLICY RESOURCES: LOCAL PLAN REVIEW & SENIOR LANDSCAPE (ECOLOGY) OFFICER

Cllr A Brown, Portfolio Holder for Planning & Enforcement, introduced this item. He explained that In line with the immediate Local Plan Review project proposal agreed by Cabinet on 9 March 2026, in order to meet the 30 month review timeline, as detailed by central Government, a review of resources identified that a further two professional Planning Policy Officers would be required to take the project forward.

It was also proposed to reinstate the Planning Policy Manager role, with the Team Leader role being deleted from the establishment. These would be supported by recently announced MHCLG New System Plan Funding.

In addition, with additional responsibilities imposed upon the Council as the Local Planning Authority through Nutrient Neutrality & Biodiversity Net Gain, the Senior Landscape Officer (Ecology) post required additional hours which would be funded by a new Biodiversity Net Gain monitoring fee, now being collected from developers.

Cllr Shires, Portfolio Holder for Finance, referred members to section 5.1 of the report, which set out the financial implications.

Cllr J Toye said that it was important to acknowledge the additional workload that

officers were having to undertake and a high standard of service needed to be maintained. He supported the proposals.

It was proposed by Cllr A Brown, seconded by Cllr J Toye and

RESOLVED to

Approve Option Three and progress the immediate appointment of: 1 x Planning Policy Manager (removing the Team Leader role from the establishment), 1 x Senior Planning Policy Officer & 1 x Planning Policy Officer as detailed in the report. Also, approve the additional hours for the Senior Landscape Officer (Ecology) post.

20 EXCLUSION OF PRESS AND PUBLIC

21 PRIVATE BUSINESS

The meeting ended at 6.55 pm.

Chairman

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APPOINTMENT OF MEMBERS ON COMMITTEES (May 2026)

Overview & Scrutiny Committee (12 seats)	Liberal Democrat (8)	Conservative (3)	Independent (1)
	Phil Bailey	Christopher Cushing	Nigel Housden
	Kate Leith	Victoria Holliday	
	Andrew Fletcher	Kevin Bayes	
	Mike Hankins		
	Paul Heinrich		
	Saul Penfold		
	Mal Gray		
	Connor Rouse		
Substitutes	Up to 7 subs	Up to 4 subs	1 sub
	<i>Martin Batey Don Birch Roy Macdonald Peter Fisher Emma Tooke Kim Toye</i>	<i>Angie Fitch-Tillett Gerard Mancini-Boyle Peter Neatherway</i>	<i>Jeremy Punchard</i>
Development Committee (13 seats)	Liberal Democrat (8)	Conservative (4)	Independent (1)
(politically balanced)	Martin Batey	Victoria Holliday	Luke Paterson
<i>Must be trained to sit on the Committee</i>	Andrew Brown	Peter Neatherway	
	Peter Fisher	Liz Vickers	
	Mike Hankins	Angie Fitch-Tillett	
	Paul Heinrich		
	Roy Macdonald		
	Connor Rouse		
	Kim Toye		
Substitutes	Unlimited subs	Unlimited subs	
<i>Must be trained</i>	<i>Tim Adams Phil Bailey Don Birch Jill Boyle Sarah Butikofer Andrew Fletcher Wendy Fredericks</i>	<i>Kevin Bayes Nigel Dixon Tom FitzPatrick Matthew Taylor</i>	<i>Nigel Housden Jeremy Punchard</i>

	Mal Gray Callum Ringer John Toye Emma Tooke Liz Withington Adam Varley		
Governance, Risk and Audit Committee (6 seats)	Liberal Democrat (4)	Conservative (2)	Independent (0)
(politically balanced)	Wendy Fredericks	Christopher Cushing	
	Andrew Fletcher	Victoria Holliday	
	Saul Penfold		
	Sarah Butikofer		
Substitutes	Up to 4 subs	Up to 2 subs	
	Peter Fisher Paul Heinrich Emma Tooke Mike Hankins	Nigel Dixon Liz Vickers	
Employment & Appeals Committee (5 seats)	Liberal Democrat (3)	Conservative (1)	Independent (1)
(politically balanced)	Tim Adams	Christopher Cushing	Jeremy Punchard
<i>Must be trained</i>	Jill Boyle		
	Lucy Shires		
Substitutes (10)	6 substitutes	2 substitutes	1 substitute
<i>Must be trained</i>	Andrew Brown Emma Tooke Lucy Shires Callum Ringer John Toye S Butikofer Wendy Fredericks	Nigel Dixon Gerard Mancini-Boyle	Nigel Housden
Licensing Committee (15 seats)	Liberal Democrat (10)	Conservative (4)	Independent (1)
(politically balanced)	Emma Tooke	Kevin Bayes	Nigel Housden
(no substitutes)	Martin Batey	Tom FitzPatrick	
<i>Must be trained to sit on the Committee</i>	Don Birch	Matthew Taylor	
	Jill Boyle	Pauline Porter	
	Andrew Brown		
	Peter Fisher		
	Liz Withington		

	Connor Rouse		
	Callum Ringer		
	Kate Leith		
Standards Committee (7 seats)	Liberal Democrats (4)	Conservative (2)	Independent (1)
(politically balanced)	Harry Blathwayt	Nigel Dixon	Nigel Housden
	Jill Boyle	Pauline Porter	
	Roy Macdonald		
	Lucy Shires		
Substitutes	Up to 4 subs	Up to 2 subs	1 sub
	<i>Andrew Brown Emma Tooke Kate Leith Mal Gray</i>	<i>Christopher Cushing Tom FitzPatrick</i>	
Joint Staff Consultative Committee (5 seats)	Liberal Democrats (3)	Conservative (2)	Independent (0)
(politically balanced)	Tim Adams	Christopher Cushing	
	Sarah Butikofer	Tom FitzPatrick	
	Andrew Brown		

APPOINTMENT OF MEMBERS ON WORKING PARTIES, FORUMS AND PANELS

Planning Policy and Built Heritage (12 seats) *Executive sub-committee	Liberal Democrat (8)	Conservative (3)	Independent (1)
(politically balanced)	Martin Batey	Nigel Dixon	Jeremy Punchard
	Andrew Brown	Victoria Holliday	
	Peter Fisher	Liz Vickers	
	Mike Hankins		
	Paul Heinrich		
	John Toye		
	Adam Varley		
	Wendy Fredericks		
Substitutes	Up to 8 subs	Up to 3 subs	1 sub

	<i>Don Birch Callum Ringer</i>	<i>Angie Fitch-Tillett Peter Neatherway Matthew Taylor</i>	
Council Tax Support Working Party (5 seats) no substitutes *Executive sub-committee	Liberal Democrat (3)	Conservative (2)	Independent (0)
(politically balanced)	Tim Adams	Peter Neatherway	
	Jill Boyle	Victoria Holliday	
	Peter Fisher		
Constitution Working Party (5 seats) Established by Full Council	Liberal Democrat (3)	Conservative (2)	Independent (0)
(politically balanced)	Martin Batey	Tom FitzPatrick	
	Lucy Shires	Liz Vickers	
	Adam Varley		
Substitutes	Up to 3 subs	Up to 2 subs	
	<i>Phil Bailey Mal Gray Kim Toye</i>	<i>Pauline Porter</i>	

Committee Chairmen and Vice-Chairmen – May 2026

Committee	Chairman	Vice-Chairman
Overview & Scrutiny <i>(Chairman should be from the main opposition group)</i>	Victoria Holliday	Mal Gray
Development Committee	Paul Heinrich	Roy Macdonald
Planning Policy & Built Heritage Working Party	Mike Hankins	Adam Varley
Licensing Committee	Peter Fisher	Connor Rouse
GRAC	Sarah Bütikofer	Andrew Fletcher
Employment & Appeals Committee	Tim Adams	Lucy Shires
Constitution Working Party	Adam Varley	Lucy Shires
Standards Committee	Roy Macdonald	Harry Blathwayt
Joint Staff Consultative Committee <i>(usually the Leader)</i>	Tim Adams	
Council Tax Support Working Party	Jill Boyle	Peter Fisher

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Full Council – 20 May 2026

REPRESENTATIVES ON OUTSIDE BODIES

(Appointing Body = Council)

• Organisation; • Appointing body:- (C, E or O) • Requirements	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
Bacton Gas Terminal Environmental Liaison Committee C <i>Open to any Member – at least 4 from wards adjacent to Bacton Gas Terminal. This body has not met for some time and clarification is being sought as to whether it has been discontinued.</i>	A	A Fitch-Tillett
		W Fredericks
		V Holliday
		P Porter
		L Paterson
		P Neatherway
Broads Authority C <i>Open to any member but ward members in Broads area preferred</i>	1	H Blathwayt
Broads Internal Drainage Board C <i>Open to any member but ward members in Broads area preferred. Someone who has knowledge or experience of matters relevant to the function of the Broads and shown capacity in such a matter. NNDC has the largest number of appointees allocated from the constituent councils.</i>	9	K Bayes
		H Blathwayt
		A Fitch-Tillett
		L Paterson
		P Porter
		C Ringer
		A Varley
		VACANCY
		VACANCY
Fakenham Community Campus Trust Ltd C <i>Open to any member but Local Member preferred</i>	1	J Punchard
Happisburgh Lighthouse Trust C <i>Open to any member but Local Member preferred</i>	1	L Paterson

Appendix A

<ul style="list-style-type: none"> • Organisation; • Appointing body:- (C, E or O) • Requirements 	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
Norfolk County Community Safety Partnership Scrutiny Panel C <i>Must be same members as the Police & Crime Panel</i>	1 + sub	J Toye (S Butikofer)
Norfolk Records Committee C <i>Open to any member</i>	1 + 1 sub	S Penfold (M Batey)
Norfolk Rivers Internal Drainage Board C <i>Open to any member - who has knowledge or experience of matters relevant to the function of the Broads and shown capacity in such a matter.</i>	3	H Blathwayt N Housden T FitzPatrick
PATROL (Parking and Traffic Regulations Outside London Joint Committee) C <i>NB – one meeting per year in July. However, if nominated Cllr is on the Exec, Sub cttee will be in January and October.</i>	1 (mandatory) + 1 sub (not required but desirable)	L Shires (T Adams)
Sheringham Shoal Community Fund Grant Assessment Panel C <i>Open to any member but local member preferred NNDC membership of the panel is at the invitation of the Sheringham Shoal Fund rather than an entitlement. The Fund is happy to continue to have an NNDC representative.</i>	1 (no subs)	P Fisher

REPRESENTATIVES ON OUTSIDE BODIES

(Appointing Body = Overview & Scrutiny Committee)

<ul style="list-style-type: none"> • Organisation; • Appointing body:- (C, E or O) • Requirements 	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
Norfolk Health Overview Select Committee (NHOSC) O Must be member of O&S Cttee <i>One substitute (only the named substitute may attend in place of the appointee)</i> <i>The appointees from district councils that operate a cabinet and scrutiny system of governance must be members of an overview and scrutiny committee.</i> <i>The appointee to the health overview and scrutiny committee should preferably not also be a board member or governor of a local health service organisation or a member of Norfolk Health and Wellbeing Board. This is not an absolute requirement but a preference because of the risk of potential / perceived conflict of interest limiting the councillor's effectiveness on the health scrutiny committee.</i>	1 + Sub	V Holliday <hr/> (C Rouse)

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REPRESENTATIVES ON OUTSIDE BODIES

(Appointing Body = Executive)

<ul style="list-style-type: none"> • Organisation; • Appointing body:- (C, E or O) • Requirements 	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
<p>A47 Alliance</p> <p>E</p> <p><i>Experience in economic growth, business, strategic transport is desirable.</i></p>	<p>1</p> <p>PFH</p> <p>(+ 1 sub)</p>	<p>T FitzPatrick</p> <p>(J Toye)</p>
<p>Bittern Line Steering Group (subsidiary of Community Rail Norfolk)</p> <p>E</p> <p><i>PFH not necessary</i></p> <p><i>Requires knowledge and interest in Rail and its benefits to the communities the Bittern Line serves</i></p>	<p>1</p> <p>PFH not necessary</p>	<p>P Heinrich</p>
<p>Broadland Futures Initiative Elected Members' Forum</p> <p>E</p>	<p>1 + 1 sub</p>	<p>H Blathwayt</p> <p>(A Varley)</p>
<p>Community Rail Norfolk (Bittern Line Steering Group is a subsidiary)</p> <p>E</p> <p><i>Requires knowledge and interest in Rail and its benefits to the communities the Bittern Line serves</i></p> <p><u>No substitutes</u></p> <p><i>CRN is the parent organisation of both the Bittern Line and Wherry Line. CRN is accredited by the Department for Transport</i></p>	<p>1</p> <p>No subs</p>	<p>P Heinrich (Director)</p>
<p>Cromer Lawn Tennis & Squash Association</p> <p>E</p> <p><i>(Council is landowner)</i></p> <p><i>An interest in tennis and squash would be an advantage</i></p>	<p>3</p>	<p>T Adams</p> <p>E Spagnola</p> <p>L Withington – voting Member</p>

Minutes Appendix E

<ul style="list-style-type: none"> • Organisation; • Appointing body:- (C, E or O) • Requirements 	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
Health and Well Being Board E <i>PFH required</i> <i>Should not be a governor of a local NHS Trust because of the potential / perceived conflict of interest.</i> <i>Should not be also a member of the NHOSC committee</i>	1 PFH + 1 sub	L Withington (W Fredericks)
Integrated Care Partnership E	1 + Sub	L Withington (W Fredericks)
Local Government Association – SIG- Coastal issues E <i>PFH required</i>	1 + Sub	H Blathwayt (P Fisher)
Local Government Association – IDB Levies – SIG Support E <i>Understanding IDB issues is helpful</i>	1 + Sub	H Blathwayt (A Varley)
Local Government Association– Sparse Rural Sub SIG E <i>PFH required with an interest in rural areas/matters.</i>	1 PFH <i>(+1 sub but can have more – only 1 vote per Council)</i>	J Toye (T Adams)
Norfolk Citizens' Advice E <i>(Council provides funding)</i>	1	W Fredericks (observer – non-voting)
Norfolk Arts Forum Executive E <i>An interest in arts and culture is useful.</i>	1 + 1 Sub PFH for Communities or Arts	L Withington (V Holliday)
Norfolk Coast Partnership E <i>Coastal member preferred – usually the coastal PFH; specialist knowledge/experience of the coast/ natural environment</i> (Member of Core Management Group)	1 + 1 Sub PFH not required but relevance to the Norfolk Coast AONB is very helpful	H Blathwayt (P Fisher)

Minutes Appendix E

<ul style="list-style-type: none"> • Organisation; • Appointing body:- (C, E or O) • Requirements 	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
North Norfolk Health & Wellbeing Partnership E <i>PFH required</i>	1	L Withington (Chairman of the Partnership)
Norfolk Parking Partnership (now includes the Civil Parking Partnership) E <i>PFH required</i> <i>Specialist knowledge not a requirement, but is probably helpful</i>	1 + 1 sub	L Shires (T Adams)
Norfolk Police and Crime Panel E <i>Main Member and sub MUST be from same political group. Helpful for Member to have either experience of handling complaints or an interest in this area.</i>	1 + 1 sub	S Butikofer (J Toye) <i>Changed 23 July 2025</i>
Norfolk Joint Museums Committee E	1	S Penfold (K Toye)
Norfolk Rail Group E <i>Strategic input required – relating to rail and tourism across Norfolk</i>	1 + Sub 1	P Heinrich (A Brown)
Norfolk Strategic Flood Alliance E	1	H Blathwayt
Norfolk Strategic Planning Framework (formerly Duty to Co-operate Members' Forum) E <i>PFH required, following discharge of statutory function.</i>	1 PFH	A Brown
Norfolk Waste Partnership E <i>PFH required</i>	1 PFH & Leader	T Adams C Ringer
North Norfolk Community Transport E	1 + 1 sub	J Toye (M Batey)
Sheringham Little Theatre Society Board	2 PFH - ideally	P Bailey

Minutes Appendix E

<ul style="list-style-type: none"> • Organisation; • Appointing body:- (C, E or O) • Requirements 	Number of reps (Outside Body Number in red if different)	Member(s) & Substitute(s) where required
E <i>One of the appointees should be the PFH. Should ideally have specialist knowledge or experience.</i>		L Withington
Sheringham & District Sports Association E <i>(Council owns the land)</i>	2 (no limit)	C Heinink L Withington
Visit North Norfolk (VNN) E <i>Both reps are appointed to the Board</i>		L Withington (Chair) L Shires
The Wash & North Norfolk Coast Marine Special Area of Conservation Management Group E	1 + 1 sub	H Blathwayt (P Fisher)
Wells Maltings Trust E <i>Would prefer knowledge/experience of charitable governance, and arts/cultural interests (Council owns freehold / provides funding)</i>	2 1	P Fisher (A Brown)

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

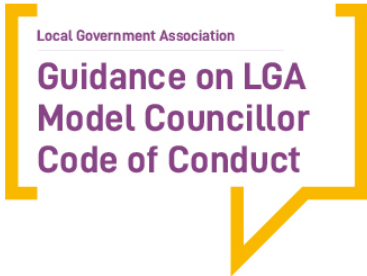
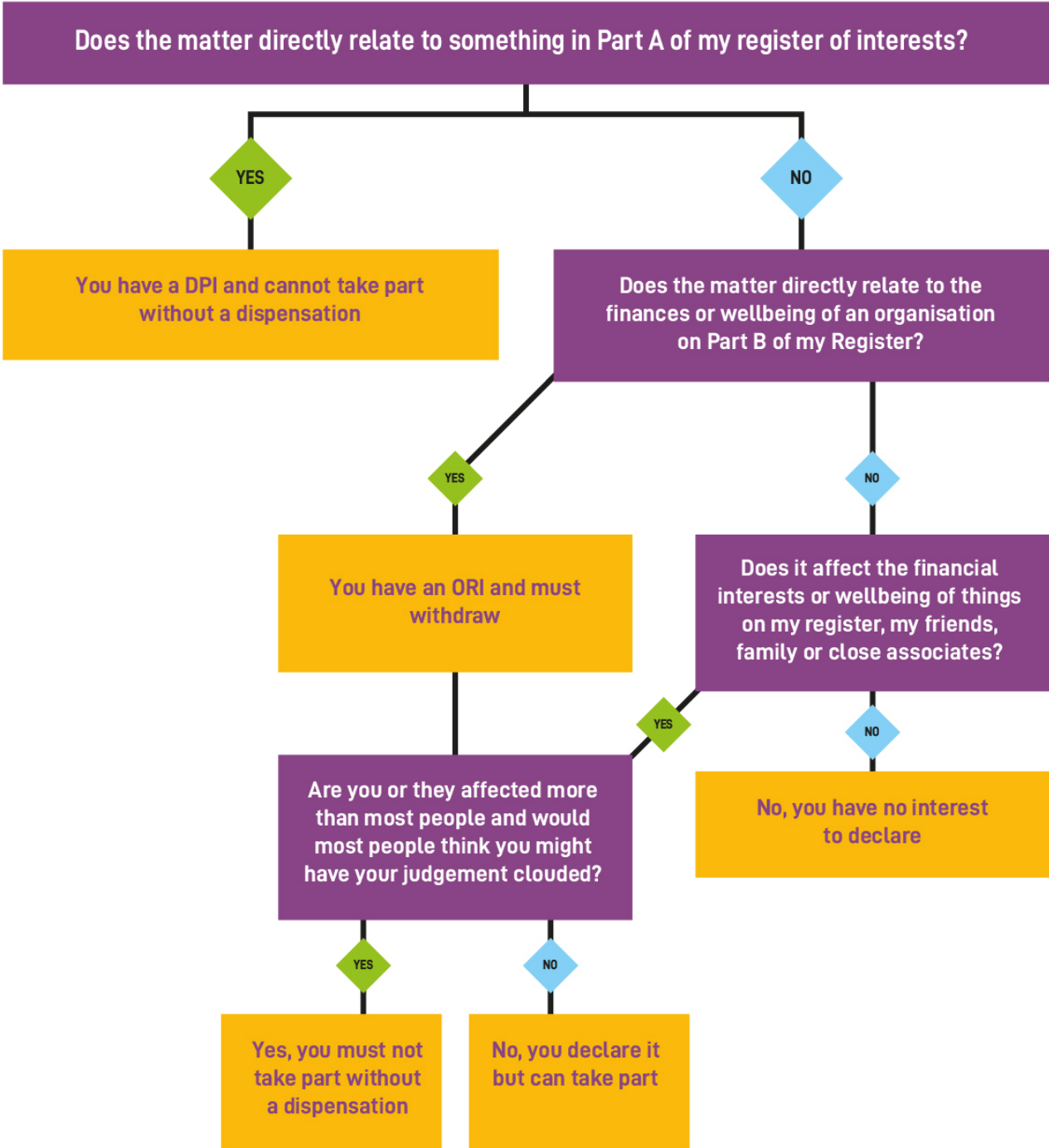
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

<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)
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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

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

For the period April to June 2026

1 Progress on Portfolio Matters.

Democratic Services

From 29th June, the home address of elected member' will be redacted from their register of interest – unless they request for it to be shown. The Democratic Services Team will be working through District, Town and Parish registers in the coming weeks to redact several hundred records.

Subscriber numbers to the Council's eDemocracy YouTube channel continue to grow, with engagement increasing month on month. More information can be found here: [NNDC eDemocracy - YouTube](#)

Legal

- Officers delivered an Information Governance Workshop to key officers from the Borough Council of Kings Lynn & West Norfolk
- We continue to support Coastwise and progressing key property and contract matters.
- Continuation of legal support to securing debts owed to the Council.
- Support and advice to the LGR process.
- Continuing to support the wider council to fulfil its statutory responsibilities under Freedom of Information and Data Protection legislation.
- Performance for responding to statutory requests for information at or above 95%. There is a noticeable increase in FOI and Subject Access Requests this year, possibly connected to the accessibility of AI

Communications

In line with previous months this has been a very strong period of growth across NNDC's multiple platforms. On social media we delivered 2.19m individual views across channels. The Communications team produced and published 25 bespoke videos. On our social media platforms – Facebook, YouTube, Instagram, TikTok, Nextdoor, Threads and X) we have added 1,663 new followers, delivering on our objective to grow our reach through audience

expansion. There have been a number of standout pieces of content: our campaign to surface and share Pier Memories ahead of the 125th Anniversary has achieved 143k views, with video messages from Sir Stephen Fry and Bradley Walsh performing particularly strongly; and retaining our Blue Flag status drove 276,800 views across channels.

The Communications team has facilitated media coverage on some key projects including extensive coverage around Coastwise's demolitions in Happisburgh with output on BBC, ITV, EDP and international documentary makers. We also secured Network ITV coverage of the Happisburgh Church digital project. Across our media partners we have responded to requests for information or comment to BBC, ITV, EDP, Guardian, Telegraph, Daily Mail, Great Yarmouth Mercury, Greatest Hits Radio, Reach, Haymarket, The Stage and Arts Professionals.

We have collaborated with 11 charity and community groups over the period with a further five scheduled in the remaining part of June.

Comms have supported Officers and Members with messaging around Fakenham Sports and Leisure Hub construction milestones; NCC Elections; election of the new NNDC Chair; Pride month; the; Local Plan, beach and water safety; Blue flags; healthy living; waste and littering; bin collections; Renters' Rights; UKSPF grants; planning developments; markets; seal safety; Holt Country Parks multipurpose classroom; car park charges; knotweed in Overstrand; connectivity; rat and vermin measures; and Council Tax.

The team has also dedicated a considerable amount of time to the commemoration of Cromer Pier's 125th anniversary, including content creation; business outreach publicity; sponsorship; event planning and management.

Elections

The elections team successfully delivered the Norfolk County Council elections which were reinstated back in mid-February. The turnout on the day was much higher than has previously been seen at County Council elections with a turnout of 50% received across the 10 County Divisions in North Norfolk.

Human Resources

The HR team have been working hard to roll out significant training to officers and members as below,

- Prevention of Sexual Harassment
- Equalities
- Protected Characteristics
- Risk Management
-

2 Forthcoming Activities and Developments.

Elections

Plans are now being made for the Suffield Park District Ward election and also an election to fill a vacancy on the Town ward of Cromer Town Council and focus is also now on delivering a full annual canvass which will start in July and run until December and plans are being made to engage with 16 and 17 year olds who will be able to join the register from late 2027 once secondary legislation has been passed.

Democratic Services

A new Council Chair was elected at the AGM on 20th May. Cllr Matthew Taylor is the youngest ever Chair at 25 years old. He will championing young people, particularly those in uniform such as the cadets, scouts and guides.

Legal

- Review of team plan
- Review of all service area's Record of Processing Activities under GDPR

Human Resources

Preparations are ongoing in relation to LGR and the Employment Rights Act.

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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

COUNCILLOR HARRY BLATHWAYT - CABINET MEMBER FOR COAST

For the period April – May 2026

1 Progress on Portfolio Matters.

Coastwise

- Construction continues on the replacement the car park in Happisburgh; completion of this has been deliberately delayed, due to the desire to slightly remodel the scheme in response to local concerns that were highlighted, however the existing car park will remain available for use until the new one is complete.
- Three properties and a redundant office building, imminently at risk of erosion, have been demolished in Happisburgh. Coastwise has worked with these property owners for several years and has helped them through the process. The project was sensitively managed, and the external media interest was responsible and respectful of the interests of the individuals involved.
- Happisburgh Church Digital Heritage project is nearing completion, which involved multiple well attended public events to create a 3D model of the church and its surroundings, including its internal features, and then layering on top community stories and memories, with a focus on creating a virtual living church.
- Community Transition Plans have been shared with some community groups for further public prioritisation of key actions.
- In light of the impending Coastal Adaptation Pilot, which will see the extension of key elements of the Coastwise programme (under the same branding) up until 2026, and recognising resource changes within the Coastal team, two post are currently out for recruitment: Coastal Adaptation Team Leader and Coastal Project Enabler.

Overstrand

- Tenders are being appraised for the refurbishment works to the sea wall.
- Steel sheet piles to be used for the scheme have been procured and ordered.
- The walkway on the sea wall was cleared of debris and reopened in advance of half-term. The slip will continue to be monitored.
- The areas of knotweed that are accessible (top and bottom) have been sprayed by the contractor and ways of treating the middle section are still being investigated.

Repairs and Maintenance

- Significant repairs to groyne two (Doctor's Steps groyne) in Cromer, including large number of new timbers installed to replace missing and damaged planks.
- All works required following pre-season inspections of accesses completed.
- Happisburgh ramp has been reshaped, to continue to provide pedestrian access from the car park.
- Repairs to severely corroded sheet piles below Cromer eastern beach huts.
- Sheringham fisherman's ramp repaired.
- Debris removed from beach at Mundesley, as follow up to coast protection scheme.

Other

- Rock Stockpile Monitoring Report for the Mundesley Coastal Management Scheme submitted to Natural England, Marine Management Organisation, NNDC Planning. Very positive comments received from Natural England; asked whether the drone photographs included in the report could be used to help with geomorphology training.
- Coastal team fed into LGA Coastal SIG response to proposed National Planning Policy Framework changes.
- EFRA Select Committee evidence review regarding the impact of coastal erosion on communities published 20th March. This included substantial evidence provided by NNDC and our coastal communities and clearly sets out recommendations to government: <https://publications.parliament.uk/pa/cm5901/cmselect/cmenvfru/1317/report.html>.

2 Forthcoming Activities and Developments.

Coastwise

- Further Coastal Erosion Transition Plans are to be shared with other communities.
- Development of programme (and input into the national business case) for Coastwise via the new Coastal Adaptation Pilot (CAP) funding.

Overstrand

- Construction contract will be awarded, scheme to be delivered summer to early autumn.
- Delivery of steel sheet piles to be used during construction.

Repairs and Maintenance

- Significant work to be undertaken repairing groyne 1 in Cromer ('Banksy' groyne).

- Repairs to (and reinstatement of) Mundesley western revetment and plant bays.
- Continued repairs and installation of sheet piles below beach huts to east of Cromer.

3 Meetings attended

Date	NNDC	BA	In Person	Virtual	Description
March					
3rd	X			X	Norfolk Coastal Forum
5th	X		X		Norfolk Coast Protected Landscape
12th	X		X		Norfolk Futures Initiative
17th	X			X	LGA Coastal SIG
19th	X		X		Full Council
30th	X		X		Cabinet Pre-agenda
31st	X			X	Norfolk Coastal Partnership
April					
10th		X	X		BA planning
14 th	X		X		Cabinet
15th	X		X		BFI Workshop
16th		X	X		Navigation Committee
17th	X		X		Coastwise grant meeting
23rd		X	X		CEO handover meeting
24th		X		X	National Parks England
28th	X	X		X	All party meeting, re land for development
May					
5th		X	X		Upper Thurne Working Group
7th		X	X		CEO Induction meeting
8th		X	X		BA planning committee
14th		X	X		Whitlingham Country Park Trustees
14th	X		X		UEA Court
15th	X		X		Cabinet Agenda
20th		X		X	Broads LAF
20th	X		X		AGM Full Council
28th	X			X	NCP Catch-up

CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

COUNCILLOR JILL BOYLE - CABINET MEMBER FOR PEOPLE SERVICES

For the period up to 31st May 2026

1 Progress on Portfolio Matters.

Benefits

Housing Benefit Accuracy Award

We are now beginning the seventh year of the Housing Benefit Accuracy Award (HBAA), a national Department for Work and Pensions (DWP) initiative with the aim to reduce the amount of fraud and error in the Benefits system. During 2026/27, we are required to review 654 Housing Benefit claims for pension age customers who are **not** in receipt of a passported benefit (i.e. pension credit), to ensure they are receiving the correct entitlement. A letter will be issued to customers, providing full details of the initiative and information on how to contact us for support in completing the online review form.

Housing Benefit Overpayment Recovery – PaymentPlan pilot

We have partnered with PaymentPlan on a three-month trial to support the ongoing recovery of outstanding Housing Benefit overpayments and sundry debts. As the trial is now coming to an end, we are reviewing the outcomes and feedback to determine whether this method of recovery will continue beyond the pilot.

Pension Credit Take-Up Campaign

During 2025/26, we continued to run Pension Credit take-up campaigns. This resulted in a further **83 households** being awarded Pension Credit. These awards provide a total annual value across the households of **£212,250.56** and an estimated lifetime value of **£1,576,316.48** for our residents. We will continue to run take-up campaigns in 2026/27 to identify households that may be missing out on benefits and to help maximise household income.

Housing Options and Homeless Prevention

Demand for the Housing Options Service remained high throughout May 2026, with continued pressure across homelessness presentations, temporary accommodation and access to settled housing.

Your Choice Your Home

A total of 82 new housing applications were received in May. Over half of all applications were from households in Band E (42 applicants, 51%), indicating a high volume of lower-priority housing need entering the system. Demand was most concentrated around 2-bedroom homes, which accounted for 36 applicants (44%)

However, the profile of higher-priority need continues to present a challenge. Within Band A, 6 of the 11 applications related to a need for 3-bedroom accommodation. During the same period, 26 social homes were let, predominantly 1-bedroom and 2-bedroom properties, with only 7% of lets being 3-bedroom homes. This continues to demonstrate a significant mismatch between the type of housing required by households in greatest need and the homes available.

Homelessness Approaches

During the month, 81 approaches of which 12 cases escalated to full assessment. At month end, 75 statutory homelessness cases remained active across prevention and relief duties. The most common reasons for presentation were family or friends no longer willing to accommodate, and private tenancy ending.

During the month, homelessness was successfully prevented or relieved for 8 households, primarily through access to social housing, with a smaller number securing accommodation in the private rented sector. However, 21 households could not have their homelessness prevented or relieved, underlying the ongoing constraints within the local housing market and the limited availability of suitable accommodation.

Main duty decisions continue to be driven predominantly by applicants assessed as homeless, in priority need and unintentionally homeless.

Temporary Accommodation

During May, 5 individuals were identified as sleeping rough in North Norfolk at various points in time. At the end of the month, 4 individuals remained sleeping rough. While overall numbers remain relatively low, the persistence of rough sleeping highlights the need for continued outreach, engagement and access to appropriate accommodation and support pathways.

Housing Strategy

Temporary Accommodation units

At the 31st May 2026 the Council has 31 units of Temporary or other homeless accommodation (including five units of move on accommodation for ex-rough sleepers) with one more purchase to complete in July 2026 – bringing the total up to 32.

We have received confirmation from MHCLG that we have also been successful in our bid and will receive £1,345,143 of LAHF grant in 2026/27 to help with the purchase of a further nine homes. Offers have been accepted on three of these, and we anticipate the purchase of all nine will complete in 2026/27 to bring our total stock to 41 homes.

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 eighteen at application stage. These sites will deliver more than 600 new affordable homes. There are a further 13 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 260 new affordable homes on these sites.

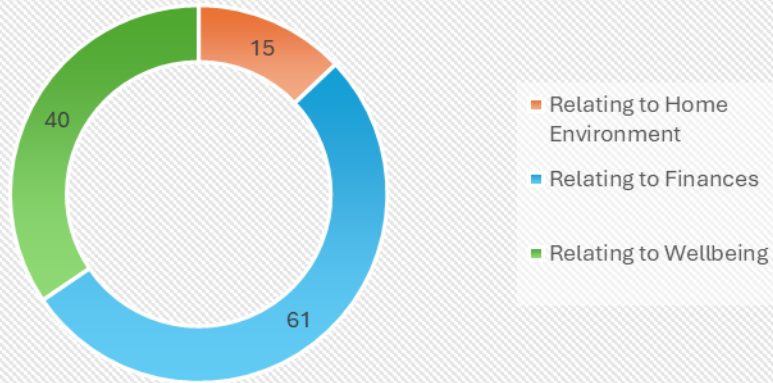
Current schemes include the following:

- Flagship Housing Association have submitted a planning application for 9 affordable homes in Pudding Norton at Green Lane which hope will receive planning consent in the coming few weeks.
- Blakeney Neighbourhood Housing Society continues to work in partnership with Broadland Housing Association to deliver 8 affordable homes. This planning application has now been given approval.
- In Bacton, 47 new affordable homes are at an advanced build stage, 19 of which are for sale as Shared Ownership – these are currently being marketed. Completions of the new first homes are expected in June with following phases being delivered through to October 2026.
- Building of the 61 extra care apartments in Stalham is progressing well. The work on site has commenced for the 34 affordable homes on the adjoining land, with expected delivery starting in March 2027.
- Swanton Novers – Community Land Trust project will be celebrating the completion of 7 new affordable rented homes on the 11 June.
- In North Walsham on the former Paston Fields, work on site will be commencing in the next couple of months. This site will deliver 54 affordable homes.
- In Little Snoring work on a rural exception site is well underway and will deliver 10 new affordable homes.
- In Ludham a planning application is now well advanced, and subject to consent, is expecting to deliver 26 affordable homes with a mix of rented and shared ownership properties.

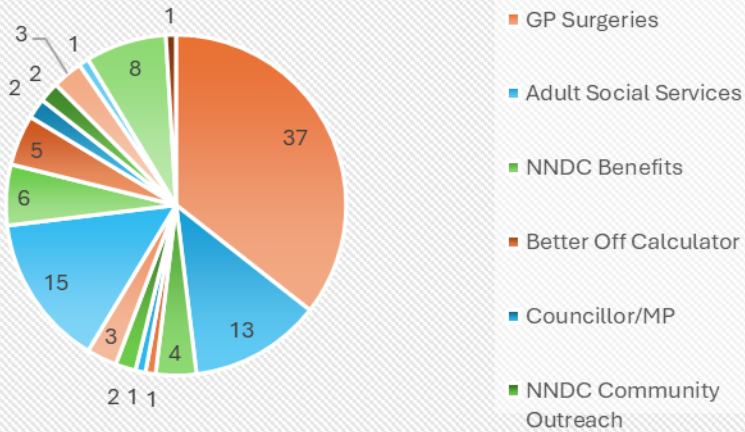
Early Help & Prevention

Total individual referrals received: **104**

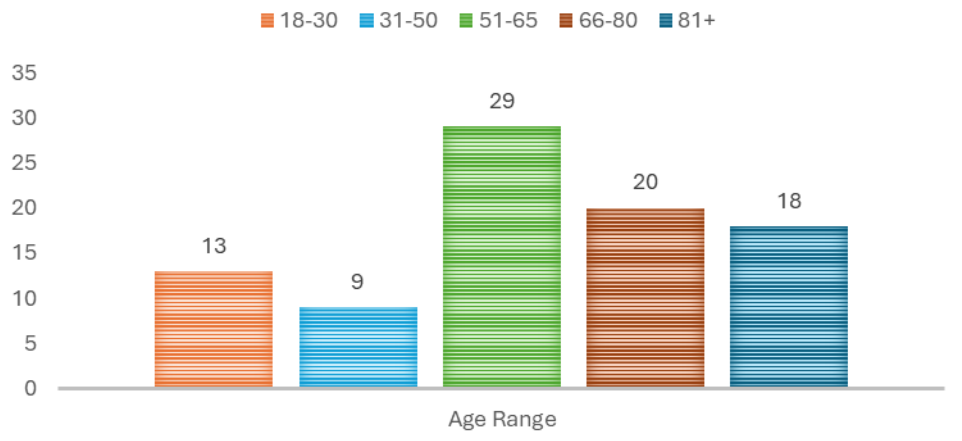
Referrals into Early Help & Prevention



Referral Sources



REFERRALS BY AGE RANGE



Case Study

Ms W has experienced significant challenges, including childhood trauma, complex mental health needs and recent involvement in a criminal court case, in which she was the victim. She required support to make claims for PIP and Universal Credit limited capability for work payments, including gathering evidence to support these claims.

A Social Prescribing officer arranged face to face meetings to support Ms W, recognising the need for sensitive, compassionate and trauma-informed engagement. The officer allowed time to build trust with Ms W, and was led by Ms W's comfort, working at a pace that was manageable for her.

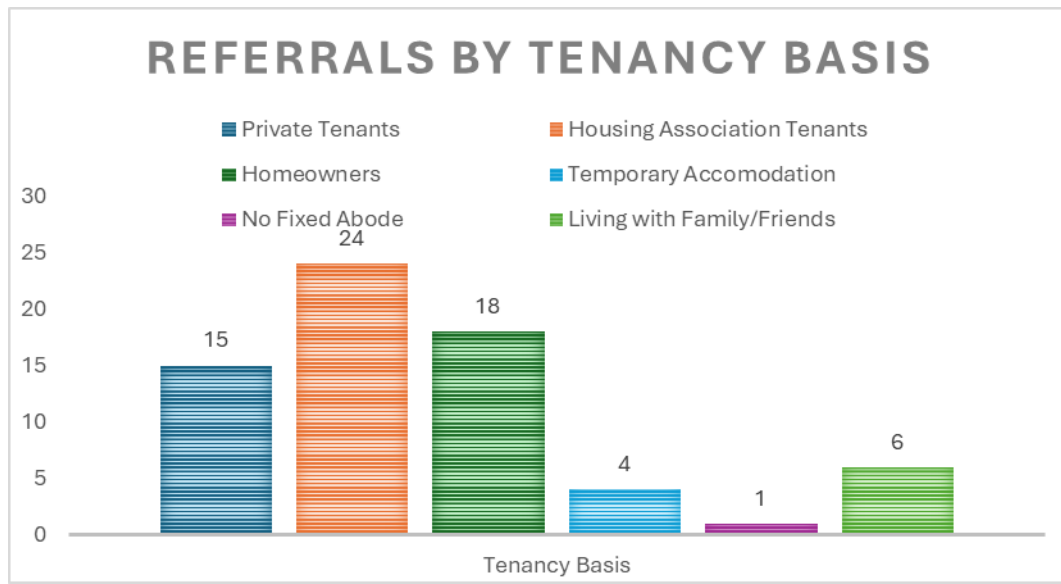
During the period of support, Ms W's rent increased significantly, and so supermarket vouchers were provided to ease financial pressure during this period of transition and while benefit applications were still in progress.

The Social Prescribing officer also took time to talk through what would happen in any assessments Ms W would need in relation to her PIP and Universal Credit Claims.

Final outcomes for Ms W are still pending at this point, however, she has expressed feeling supported and more confident in getting through the process, knowing that she has ongoing support from the team as she moves through the next stages of her support.

The Social Prescribing officer has provided Ms W with the reassurance that she is supported and by fully informing her of what to expect and what the processes are, Ms W is better equipped to manage her own wellbeing

whilst applications are progressed.



Number of Referrals where children live in the home:

10

Food Support:
Foodbank Vouchers Issued: 27
Supermarket Vouchers Issued: 7

Energy Bank:
Referrals Made/Support Provided: 7

Alongside managing their caseloads, during May, members of the team have attended a number of events.

- North Norfolk Foodbank event 'Hope Happens Here'.
- The annual Dementia Fayre at the Norfolk and Norwich University Hospital – the team were able to network with charities, voluntary groups and other organisations providing information and advice, strengthening collaborative connections and increasing the team's knowledge of support for those who are living with Dementia or caring for someone living with Dementia.
- Change Grow Live Substance Abuse and Harm Reduction Training.

Homes for Ukraine

There are currently forty-one Ukrainian guests being supported in North Norfolk, of which twenty-three are adults and thirteen are under the age of eighteen. These guests are accommodated over nineteen host

arrangements.



Due to the Government announcement the Ukrainian Permission Extension Scheme (UPES) will be extended by a further 24 months (UPES phase 2). There will be no 'thank you payments' for hosts during this extension.

Because of this, Norfolk County Council is going to send letters to the hosts and guests advising of this. For our District this means that from October 2026 we will have hosting arrangements coming to an end.

Therefore, our Ukrainian guests and their hosts will need to start thinking about different kinds of arrangements (private rent, switching to lodging, etc.) Our People from Abroad Support Officer will be carrying out welfare visits to talk to the guests and their hosts about upcoming changes, and to advise on other financial arrangements between both.

Support continues with help with applying for visa extensions, housing applications, council tax support, tenancy support and dealing with HMRC and DVLA issues on behalf of our Ukrainian guests.

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 2026/27 is **£1,828,729.30**.

Due to the nature of the DFG and cases continually progressing throughout the year, some cases may have grants approved during one financial year

period, however these will not complete and be paid within the same financial year. We therefore record “brought forward” approvals as these grant awards remain within the system until completion.

Brought forward grant approval values to date:

- 2023/24 – 1x outstanding case with a total outstanding approved value of £6,822.15
- 2024/25 – 3x outstanding cases with a total outstanding approved value of £50,585.11
- 2025/26 – 41 outstanding cases with a total outstanding approved value of £424,000.71

The total brought forward outstanding value is £481,407.97 for 45 cases.

The actual spend to date for the 2026/27 financial year, including partially completed adaptations against the budget is **£78,522.27** in mandatory DFG’s and Discretionary Grants. A total value of **£161,625.39** has been approved for adaptations to date for 2026/27, this relates to a total of 21 cases.

For the period 01/05/2026 – 31/05/2026 the total mandatory DFG spend was **£47,362.20** and a further **£7,434.54** was spent on Discretionary Grants.

2 Forthcoming Activities and Developments.

3 Meetings attended

Benjamin Court Meeting with ICB
BBC Radio Norfolk, Cromer Pier 125
LGR Preparation. LGA webinar
Discussion on North Norfolk’s Older Persons care and Supported Housing
Home Safe for new Renter’s Rights legislation
Homes for Cathy Seminar
Topping out Ceremony Broadland Housing Little Snoring
Cabinet Meeting
Business Planning
Meetings with local businesses
Topping out at Albion Gardens Stalham
Visit North Norfolk Networking Event

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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

COUNCILLOR ANDREW BROWN - CABINET MEMBER FOR PLANNING AND ENFORCEMENT

For the period April to May 2026

1 Progress on Portfolio Matters.

Planning Development Management

The **Development Committee** met on three occasions in April and May including use of a reserve date, directly reflecting the increase in planning applications. Items included major residential applications in Cromer (RM/25/0776) and Blakeney (PO/25/2837) both of which are allocated sites in the new Local Plan and were approved.

New regulations including a **National Scheme of Delegation** are expected to come into effect in October 2026 which will fundamentally change the application types that will come before the Development Committee for determination. This is likely to result in a reduction in the number of items being determined by Development Committee. Further changes to the **Council's Constitution** will be needed to account for the national scheme of delegation including a new "gateway test". The revised constitution is expected to come before Full Council in September 2026 for sign-off after consideration in June by the Constitution Working Party. On 20 May 2026, Full Council confirmed that the Development Committee would reduce the number of members from 14 down to 13 to accord with new regulations.

Recruitment is now underway for four new posts in the Development Management Team comprising 2 x Senior Planning Officers, 1 x Planning Officer / Trainee Planning Officer and 1 x Household Planning Assistant. Assuming the posts are filled, we expect any new recruits to be joining us in late summer 2026 to help the team with increasing workloads following the adoption of the new Local Plan.

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 April 2026 standing at 97% within time for Majors and 94% within time for non-major applications. The Council's appeals record remains exceptional. Nonetheless, steps are being taken to ensure excellent performance can continue to be maintained including through recruitment of additional posts to meet demand and use of performance management tools such as Power BI to help identify areas for officer development and improvement.

Planning Policy

Work has continued at pace in order to meet the Government requirements of **Local Plan review**. The team received confirmation of a successful bid to MHCLG for New

System Plan Funding in April (£108,474.57) and a detailed project Plan was agreed through CLT in April.

Recruitment has commenced for 1 x Senior Planning Policy Officer and 1 x Planning Policy Officer 2 to meet the challenges of a 30 month delivery of a new Local Plan.

An early **Call for Sites** has been advertised, seeking expressions of interest from landowners and developers on potential development sites that could be included in the new Plan. The team have also completed an early scoping consultation document that is required to invite stakeholder feedback on how the council should engage with them during the plan making process and what the plan review should contain. This is timetabled to begin mid-July for six weeks.

Work is also being undertaken around member oversight with a review of the governance arrangement required to fit around the new plan making regulations and process and web pages are being updated to provide more information.

In addition to the Plan review, the team have undertaken formal review of the draft Hoveton Neighbourhood Plan and are awaiting the accompanying documents required to validate the submission for examination of the Tunstead Neighbourhood Plan.

A number of internal and external explanatory guidance documents which will set out compliance requirements and assist in the step change required to implement the adopted Local Plan policies have been completed.

A review of the **Norfolk Strategic Framework** document has also commenced through the Norfolk Strategic Members Forum along with a number of joint work streams across Local Planning Authorities on the evidence requirements to support the emerging new Local Plans.

Building Control

An additional technical support team member has been appointed using New Burdens funding for the Building Safety Levy, coming into force 1 October 2026. The New Burdens funding is confirmed at £111,800 which will cover the post for 2 years, with the remaining balance earmarked for software and process upgrades.

A review of the Building Control team and enforcement capacity is being initiated to ensure the service adequately meets the Operational Standards.

The national independent review of Building Control has now been completed and the report issued on 20 May 2026. *The report finds that the building control system faces longstanding challenges, including fragmentation, conflicts of interest, uneven capacity and inconsistent oversight, despite the professionalism and commitment of those working within it. It sets out principles for reform, alongside recommendations for action in the near term and options for longer-term fundamental reform*

The government have also responded: *The government is committed to supporting the building control profession to deliver vital public safety outcomes, whilst enabling timely housing delivery in line with our ambition to build 1.5 million new homes during this parliament and to deliver on the ambitions of the Warm Homes Plan. This is a vitally important workforce which is highly valued by government as the enablers of nationally important drive to provide safe, good quality new housing and other buildings.*

Our priority is to enable RBIs to operate as confident, independent regulators who are part of a system which provides proportionate oversight, clear processes and sufficient capacity. Future reform must be carefully phased and sequenced in partnership with the sector. This is critical to avoid disruption to existing arrangements, while preserving and growing capacity. We must ensure a resilient and stable system for the long term that delivers a strong, local regulatory service that protects the public and delivers high-quality buildings.

Enforcement

Enforcement Case Load and Projections

The first six months of the year have seen a significant influx of enforcement cases compared to previous years. While the team opens an average of 360 cases annually, current trends indicate that total openings will exceed 400 cases by year-end if current levels persist.

There are currently 252 active enforcement cases, which exceeds the teams target of 200. However, between 30 and 40 case closures are scheduled for approval within the next two to three weeks. These closures will reduce the active caseload closer to the team's target.

Notices Issued and Pending

During the first half of the year, the team issued six Enforcement Notices. These addressed various breaches, including an unauthorised fence, the installation of uPVC windows in a conservation area and unauthorised holiday lets. An additional three Enforcement Notices are scheduled to be served before the end of June 2026.

Proactive Condition Monitoring

Condition monitoring remains ongoing, with officers conducting regular site visits to monitor developments and/or verify whether permissions have commenced. The team continues to undertake as much proactive enforcement work as possible while balancing the high volume of incoming cases submitted to the Council.

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 (to date)

Total Opened cases:182
Total Closed cases: 118
Current Open cases: 253
Number of Enforcement Notices served:8
Number of Planning Contravention Notices served: 6

Conservation, Design and Landscaping

The Norfolk Coast National Landscape Plan was formally adopted by NNDC at its Cabinet meeting on 1 June 2026. This strategic document outlines a five-year strategy (2025-30) for conserving and enhancing the National Landscape which is a nationally

designated area managed locally by Norfolk Coast Partnership (NCP). The NCNL sits within the wider Norfolk Coast Protected Landscape which is a collection of three overlapping designations across the marine and coastal environment that also includes The Wash and North Norfolk Marine Protected Area Network and the Peddars Way and Norfolk Coast Path National Trail. There is also a small overlap with the Broads National Park at Horsey. The plan replaces the Norfolk Coast AONB Management Plan 2019–2024 and immediately becomes a material planning consideration in all decision making.

Following the retirement of the Council’s Senior Landscape Officer (Cathy Batchelar) in March 2026, her direct replacement (Robin Taylor) has started at NNDC and becomes NNDC’s staff representative on the NCP.

At Full Council on 20 May 2026, the team’s senior ecology role was enhanced to become a full-time position – previously it was 0.4 FTE. This will enable CD&L to be more responsive on matters pertaining to biodiversity net gain and nutrient neutrality, both of which have emerged in recent years and have introduced new levels of complexity to the planning system. The post is currently out to advert following the departure of the previous post-holder.

2 Forthcoming Activities and Developments.

The latest position regarding the Local Plan review will be taken to the next meeting of Cabinet in July 2026.

3 Meetings attended

March
30 Pre Cabinet meeting
April
16 Development Committee
May
18 Pre Cabinet and Business Planning
19 Stody Parish Council
20 Full Council
26 Thornage Parish Council

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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

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

For the period April to June 2026

1 Progress on Portfolio Matters.

Environmental Protection

The team have been working closely Housing Options to prepare for the launch of the Renter Rights Act legislation. This work has included the development of a new enforcement policy, a new civil penalties policy and the authorisation of staff. Workflows and processes have been designed and developed alongside information launches on our website and comms channels.

A fixed penalty notice has been issued for an incident of fly tipping- this was witness and reported by a member of the public and following the collection of evidence and an interview under caution, a fixed penalty was deemed the most appropriate course of action.

The management of the temporary stopping places for Gypsies and Travellers in Fakenham and Cromer continues to take a significant portion of teams time and throughout May both sites were at capacity.

There has been a recent increase in abandoned vehicles in the last week of May, and into the first week of June. Prior to that, in April, fly tipping had risen. Nuisance cases have increased between April and May, as have housing complaints. Generally, we would expect Environmental Crime and nuisance complaints to increase during the Spring and Summer, as they coincide with the weather and people being more active outside. Housing stats should conversely drop, but in this case, we can link the increase to the Renters Rights Act, and the greater public knowledge and promotion of this. The proposed Private Sector Rented Enforcement Officer should help with these new regulatory burdens. The main provisions of the act are now in force, with the Landlord s Registers coming in the autumn.

Public Protection

The team seized and removed a quarter of a tonne of unapproved meat off the food market through the service of 2 Remedial Action Notices, a Detention Notice, The Removal of Detention Notice, and a Voluntary Surrender for Destruction Notice. This case highlights the team's important work in keeping the public safe.

The annual report to the Food Standards Agency was positive highlighting that there were no outstanding high risk Category A and B food businesses and only 3 Cat C's and 6 Cat D's overdue but 100% of our programmed food businesses visited by an officer with overdue inspections as a result of limited access/abortive visits (which are recorded). Previously over 500 low risk Cat Es for example home bakers, were outstanding and over the last 6 months the team have worked hard to reduce these to 159. This has included the use of a new low risk food business letter/questionnaire and the near completion of a commercial fishing vessel survey.

Shellfish sampling for E.coli continues, with results for water and flesh sampling all satisfactory

Working closely with new and established food businesses including a new raw drinking milk business recently registered with the FSA Dairy Hygiene Team who are also producing cured meats which requires approval and supporting food producers via advice and support through extra sampling where previous analysis of their food products is occasionally classed as either unsatisfactory or borderline.

There are three ongoing accident investigations. Other health and safety work continues including a project on the safe use of hot tubs in the district, which included analysis of the water quality. The inspection of large inflatables (using a new Microsoft Form) at events/festivals is planned where resources allow, both HSE national priorities. The team continue to advise from a food and health and safety perspective for all large event planned this year and the team leader attends Safety Advisory Group meetings.

As exports and the demand for attestations are starting to increase in the district all officers in the team have completed their Food Competent Certifying Officer (FCCO) training with three officers passing the final exam for revalidation. This qualification authorises environmental health officers to stamp and sign off export health certificates for products of animal origin including shellfish (all officers have their own individual stamps). This has greatly improved resilience within the team.

Licensing Team

Statutory policy work progressed – consultation launched for the review of the Council’s Statement of Licensing Policy under the Licensing Act 2003, ensuring compliance with statutory requirements and stakeholder engagement.

Implementation of new Street Trading Policy (effective 1 April 2026) – communications issued to schools and stakeholders to support safer environments and clearer controls around trading activity near sensitive locations.

Coordinated action days with Police Roads team – relating to the Taxi trade across the district all areas were visited and vehicles spot checked for compliance and advisories issued where needed. Generally, the trade was found to be very compliant in line with the new policy issued last year.

2027-28 review of licensing fees and charges – work began to ensure fees are accurate, consistent across systems, and aligned with legislative requirements and cost recovery principles. This will continue into September.

Delivery of training and professional development – delivery of driver renewal training sessions and continued staff development activity across licensing functions.

			2026
	April	May	Total
Adult Gaming Centre	0	1	1
Animal Activities	2	3	5
Camping Site	0	1	1
Exempt Caravan Site	0	1	1
Gambling Premises Notification	1	1	2
Gaming Permit - FEC	0	4	4
Hackney Carriage Operator	0	3	3
Hackney Carriage Vehicle	8	14	22
House to House Collection	1	3	4
LC Animal Franchise	1	0	1
Lottery - Small Premises	17	12	29
Pavement Licence	4	32	36
Personal	7	7	14
Premise Licence	45	32	77

Private Hire Operator	0	4	4
Private Hire Vehicle	27	28	55
Skin Piercing Practitioner	6	1	7
Skin Piercing Premises	3	0	3
Street Collections	4	2	6
Street Trading	1	0	1
Taxi Driver	11	75	86
TENS	33	46	79
Total	171	270	441

Civil Contingencies

Emergency Planning – Incident coordination and support re Spring Tides 18 April and beach contamination incident at Walcott 29 May

Business Continuity Management – Two-yearly Business Impact Analysis refresh underway in May

Safety Advisory Group – SAG meeting with Cromer Carnival and Cromer Hall 22 April

Environmental Services

North Norfolk District Council has introduced bin collection day calendars in an online format. The online version replicates the calendar previously attached to bins each year. The online version can be printed at home if required and, for residents who are genuinely unable to access a printer and contact us for assistance, arrangements are in place for the Serco Contact Centre to print and post a copy.

The team have been made aware of the increasing numbers of missed bin collections, and of particular concern is missed assisted collections and cases where assisted collections are missed repeatedly. In April, 76 missed assisted collections were recorded, of which two were reported as repeat misses. While some of these are likely to have resulted from the bank holiday changes to collection days, the overall number remains too high. In May, 47 missed assisted collections were recorded, again with two identified as repeat misses. This remains above an acceptable level. The team are working with the Contract Supervisor at Serco to address the issue. They will review each case individually. This review will help us to understand the reasons for the missed collections and ensure that appropriate corrective measures are put in place.

In collaboration with the Norfolk Waste Partnership, the Environmental Services Team undertook spot checks during the spring at local businesses to ensure that duty of care responsibilities were being met.

The aim was to ensure that trade waste was being disposed of appropriately and to reinforce awareness among business owners of the importance of keeping trade waste separate from domestic waste.

More than 110 businesses in Holt, Hoveton and Sheringham were visited. The exercise proved valuable and included a number of constructive discussions with local businesses regarding their legal responsibilities to ensure that waste is disposed of correctly. We intend to repeat this activity and place greater emphasis on holiday lets that do not have a trade waste agreement in place and are instead using domestic waste streams.

Kerbside collections of Small electronic products and batteries were suspended following a fire at WISER in Thetford, the contractor responsible for processing this waste stream. This has impacted all districts and the county council recycling centres. We hope to be able to resume collections in the near future.

IT

- The workload for IT has greatly increased with the starting of the new LGR Systems & Data workstream and the setting up of potentially 14 sub workstreams.
- Waiting for feedback on Management structure in IT report
- M3 Trade Waste module has now been desupported; Service decision to adopt bespoke solution to manage this going forward. Although desupport has now happened, new solution (named Bindex) still not been developed by EH service. There was a deadline of start of May to enable new year billing to commence. This deadline was breached and the new year run had to be undertaken on legacy desupported software.
- End of year rollover took place through the night on 31st March. A small team worked through the night of the 31st March to ensure all is ready for users to log in the next day minimising end user downtime.
- Encryption of benefits database undertaken across weekend to ensure compliance with DWP legislative requirements. Substantial piece of work with minimal ability to test up front. Encryption has been completed but with issues being worked upon with reporting and backups. Authority must now ensure encryption keys do not become lost or corrupted.
- GDPR article 30 returns have now been completed by most NNDC departments. Currently 32 have submitted their return (these have been passed to Eastlaw for formal review) with a single department yet to complete these. Of the 32 Eastlaw have so far signed off on 18 of these.
- Added support for Google wallet and Apple pay to online payments
- Various council tax exemption forms
- Garden bin billing completed
- Cromer Pier 125 website section completed
- Online payment prices updated
- Work to support Whitespace upgrade to 11.4 completed
 - Included collaborative working with Breckland officers to the

benefit of both Councils

- Planning 'Call for sites' form and web content created
- Taxi driver & Taxi vehicle licencing form
- Preparations made to make sure forms are ready for food waste rollout

- AI policy approved. Co-pilot is the only approved tool for AI and it will be necessary to fill in an Exemption form if you need to use anything else.
- Installation of new UPS to give us greater up time. In order to this had to move all data & systems to fakenham DR which was another chance to test our DR procedures
- Configuration of MS environment for greater collaboration with Norfolk County – now need to extend this functionality to Great Yarmouth /South Norfolk & Broadland

2 Forthcoming Activities and Developments.

- Commencement of new LGR sub workstreams

- As well as specific ICT workstreams, also been invited to contribute to the future finance / ERP architecture workstream managed by separate consultants Grant Thornton.

- NNDC have been selected for a census TEST. ICT are primary point of contact with the Office for National Statistics on this. Initial meeting taken place, with further cyclically recurring.

- 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.

- Procuring new patching software

- Further work for temporary event notice form

- Food venue inspection online form

- Finish configuration of Govroam

3 Meetings attended
Norfolk Waste Partnership Joint Waste Contract Review and Development Board Regular meetings with officers on portfolio matters Visit to the Serco depot to meet with senior contract officers

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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

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

For the period April - May 2026

1 Progress on Portfolio Matters

Finance

- Local Government Reorganisation (LGR) – the team have been providing information within several different workstreams along with providing data to Grant Thornton.
- 2025/26 Closedown – detailed meetings have been held with budget holders to ensure that all income and expenditure relating to 2025/26 is correctly recognised. The accuracy of this information is crucial in the preparation of the Outturn report and the Council's Statement of Accounts.
- 2025/26 Interim External Audit work - the team have been working with EY to go through some initial audit work. This includes detailed walk throughs of key financial processes. Work has also been undertaken on rebuilding assurance on prior year Financial Statement balances.

Revenues

National Collection Results for 2025/26

The **Council Tax** collection was 98.34%, slightly down on last year by 0.03% but up on target of 98.20%.

This means we stay top in Norfolk for the best collectors of council tax!

The **Non-Domestic (Business) Rates** collection was 99.12% down on last year by 0.33% and slightly down on target of 99.2%.

This means we stay top in Norfolk for the best collectors of Non-Domestic (Business) Rates

Collection for 2026/27 as of 30 April 2026.

The Council Tax collection was 11.73% against the 30 April 2026 target of 11.70%. We have collected over £13.61m to date.

The NDR collection was 12.28% against the 30 April 2026 target of 12.25%. We have collected over £4m to date.

Estates

Vacant Property:

- Cornish way. Roof leaks are preventing letting and a roof replacement specification is being prepared now capital funding has been agreed.
- The Cedars Barns requiring re development continue to be advertised, with no viable interest commercially. Future opportunities are being reconsidered following the receipt of a proposal for community use.
- Fakenham Connect first floor offices are being advertised with no interest.
- North Norfolk Visitor Centre – Lease to Dentist completed and Tenant progressing works to the building following approval of planning permission.
- Donkey Shelter –Investigations regarding future opportunities for the building continues.

Leases:

- Approx 70 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 imminently.
Legal documentation required to progress the works and leases is in progress.
- Formalising the short-term agreement for car parking at Gold Park continues to be delayed as officers await a landlord response. Awaiting response from landowner.
- 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 completion is imminent.
- Cabbell Park, football ground and car parking lease renewal has recommenced including a review of the proposed terms.
- 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 2 sites with solicitors instructed.
- Funding agreement for works at Itteringham Shop, legal terms in negotiation.
- Around 12 retail/food trader licences lease renewals to be commenced shortly including rent review.
- 4 Shared equity lease assignments and 1 staircasing transaction in progress.
- Lease update to align with pier operating contract extension in progress.
- 5-year leases for beach hut and chalet 2026 relets are complete.

Disposal:

- There are approx. 115 disposals cases opportunities or in progress.
- 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 is nearing completion.

- A number of Parish and Town Councils have approached the Council regarding transfers of assets that may be impacted by Local Government Reorganisation with approx. 35 potential disposals in phase 1 to progress.
- Private enquires regarding the acquisition of Council land have been received and being considered.

Acquisitions:

- Continued support to Coastwise/Coastal Team in acquiring land and property at risk of coastal erosion. A further property at Trimingham has completed. Discussions continue with the owners of a large site in Trimingham.
- Supporting Housing with purchase of additional properties. 1 further property has completed in Sheringham. 4 properties under offer and progressing through the legal process.
- Supporting Leisure with negotiations for easement for Holt Country Park with terms agreed in principle and solicitors are expected to be instructed shortly.

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 and refurbishment works to the boating lake shelter will be considered within the budget envelop

Collaborating with the Climate & Environmental Policy Manager to improve the energy efficiency of the Holt Road offices including improvements to existing roof PV's, electric vehicle charging points.

Holt County Park

Activities at Holt Country Park supporting the Countryside and Leisure team in connecting a mains electrical supply and public conveniences refurbishment. The male and accessible toilets are complete with the female toilets and foul tank replacement suspended until September because of roosting bats.

Works to construct the ECO classroom at Holt Country Park are now complete. Preliminary investigations Further works include increasing the outdoor play provision to include more accessible items of play. These works are being sourced with an external consultant appointed.

Cromer Pier

The current phase of engineering works to Cromer Pier substructure works are complete on time and within budget. Scheduled works beneath the theatre auditorium are complete with no impact on Openwides operations.

The consultant for the next two phases of work has been appointed and are currently preparing tender documents for issue. This will include the dry riser recommended by Norfolk Fire and Rescue Service

Roofing works to Tides restaurant on the Pier are complete with a 20-year warranty. Painting works to the superstructure elements of the Pier are now complete.

Other Cromer projects

Works to the Watch House have commenced with a 13-week programme. Site compound is set up on the old tennis court area.

Tender documentation is now complete for the Rocket House. The tender is due to go live on the 12th of June and works will proceed when appropriate consents have been granted.

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 and consultant have been appointed.

Scoping works for Cabbell Park clubhouse and changing facility. Consultant appointed. A new drainage system is being designed to alleviate flooding issue whilst minimising disruption to the playing surface.

Working with Estates team to deliver chalet refurbishment works in Cromer. Scope of works being discussed.

The proposal to provide a sewage solution at the Donkey Shelter is not deemed viable and now considering reverting to previous beach hut use. Works to rebuild the Doctors Steps access are being scoped. Consultant appointed.

Final programme of amenity lighting improvements and surfacing works to the Marrams footpath Cromer are complete.

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

Reef Leisure Centre

All remedial works are complete save for the splashpad which was believed to be installed incorrectly. Various investigative reports and options are being considered and a consultant has been appointed.

Further projects

Undertaking a feasibility study for new public convenience in Stalham. Consultant appointed. Report is due back on the 26th June.

Refurbishment works are due shortly Newgate's Lane public conveniences in Wells has been delayed due to supply chain issues. Expected to reopen 19th June.

Re roofing, energy efficiency works including potential installation of PV at Cornish Way industrial units North Walsham are being scoped. Consultant appointed. Ready to tender 26th June.

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

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. Currently we have 32 units.

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. Consultant appointed.

Tender documentation is being prepared for the car park refurbishment scheme across the district and will be issued in first week of July. This is likely to affect sites at Cromer, Sheringham, North Walsham and Wells. Entrance works planned at Clink Road Sea Palling, East Runton, Overstrand and Mundesley Road with Bacton and Cart Gap having been complete. A new Runton Road car park entrance will require planning permission.

Property Services are currently recruiting a replacement Asset Management Officer.

Car park matters

The Council has procured a new supplier of EV chargers to reduce costs and improve performance. Some contactless EV charge points in Morris Street Sheringham have been replaced with modern equipment

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. Whilst this places additional demand there are efficiencies to be realized.

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. Noting that all responses to the 2026//27 parking fees consultation have been responded to.

2 Forthcoming Activities and Developments

Finance

- The team will on board the new Chief Technical Accountant, who will oversee Capital, Treasury and the Collection fund.
- The Outturn report and detailed appendices (Period 12 Budget Monitoring) will be prepared for July Cabinet and committee cycles.
- The Draft Statement of Accounts (SOA) - the deadline for publication of the draft SOA on the Council's website is 30/06/2026. There is then a period of public inspection. Details of when the external Audit will be undertaken are not yet known, however it is likely to be in the autumn 2026/27.

Revenues

Action Plans

Revenues have action plans to increase ebill take-up, to reduce costs in printing paper and postage costs

Second Homes Work

There is still lots of additional work here to deal with the increase enquiries and to implement measures to reduce avoidance of the premium.

We continue to receive FOIs regarding second homes which is resource intensive.

Training/Development

- A revenues officer is undergoing her level 3 certificate in Institute of Revenues, Rating & Valuation (IRRV).
- Two temporary revenues officer apprentices have completed twelve months of their 18 months level 3 Business Administration qualifications.
- We have another temporary revenues officer who has started her 18 months level 3 Business Administration qualifications and is specialising in Non-Domestic (Business) Rates.
- A temporary revenues officer has completed twelve months out of a 15 month revenues trainee position.
- The revenues manager is currently the Vice-Chairman of the IRRV East Anglian Association and one of the revenues team leaders has joined him on the IRRV East Anglian Association Exec.

Service Improvements

Online forms - reviewing and improving the most used customer paper forms is continuing. We have gone live with the following forms:

- Council Tax Moves
- NDR Moves
- Council Tax Application for SPD
- NDR Set up a Direct Debits
- Council Tax Set up a Direct Debits
- Council Tax Offer of payment arrangement
- Council Tax Notification of Death
- NDR Small Business Rates Review
- Council Tax Carers Relative and unpaid
- Council Tax second home premium review form
- Contact us form
- Council Tax Empty property review form

Property Services

Property Services are providing marshalling support for 2 Openwide events planned for the Pier and are also supporting the Pier 125 Gala day celebrations

3 Meetings attended

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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

COUNCILLOR JOHN TOYE - CABINET MEMBER FOR SUSTAINABLE GROWTH

For the period April – May 2026

1 Progress on Portfolio Matters.

The UK Shared Prosperity Fund (UKSPF) has essentially concluded. Although MHCLG notified local authorities in December 2025 that the national year-end reporting deadline for 2025-26 had been extended to 30 September, NNDC successfully completed all workstreams, project delivery, and expenditure by 31 March 2026.

During the implementation of the programme, NNDC has consistently sought to optimise opportunities for match funding against the initial allocation. In the final transition year of delivery (2025–2026), the original MHCLG allocation of £842,354 was matched through various sources, by almost 83%.

The total four-year allocation of around £3.5 million from the UKSPF and REPF has been used to create and support a wide range programmes, initiatives and investments that has resulted in approximately £7.5 million worth of investment into North Norfolk.

The REPF grant scheme supported 49 businesses and community groups, bringing forward ideas and investments that may not have otherwise happened. REPF grants totalled £1.86m but delivered a total investment value of £4m. See below for some images of projects around the district.



Cley Windmill – kitchen Graves – batter storage NNCT – new electric bus



Wellness Business Centre



Colby play area



Cromer Art Space



New equipment - Environair



Electric motor - Coastal Exploration



New premises - Black Shuck



Bottling equipment - brewery



Accessible facilities



New Clubhouse - Sailing Club

Only one project remains to be fully completed, with outstanding funds of £22,201 committed (from a total £30,000 UKSPF contribution), for an Electronic Tourist Information Point (E-TIP) initiative. Delivered by the Council's partner, Visit North Norfolk, and funded in partnership with Greater Anglia, Norfolk County Council, the Broads Authority and Community Rail Network, together with Coastwise, the project has secured total investment of ~£160,000 to provide eleven installations across the District. The physical installation of E-TIPs has been completed at five Great Anglia stations (with three examples shown below); a further six sites are currently being considered, with Advertisement Consent applications pending and decisions expected in June 2026. The Content has yet to go live, but there will be a launch event when it is ready.



Cromer



Sheringham



West Runton

The **Economic Growth Team's Service Plan** for 2026-27 has been prepared, re-focussing, due to the discontinuation of the recent externally funded programmes, but building on their success and the foundations laid. The activity of the team will focus on three key workstreams:

- Business Support
- High Streets and Hospitality
- Skills and training

Business support

The business support workstream will concentrate on delivering impactful dialogue with our SME's through 1:1 visits and interactions, the Inspiring North Norfolk engagement programme and event, and the Annual Business Forum. Specific support for tourism businesses will be delivered through the continued collaboration with our partner Visit North Norfolk, and sector support for Culture and the Arts businesses through the fledgling North Norfolk Cultural Partnership. Networking opportunities, workshops and training will be delivered in conjunction with partner organisations, and business advice from the Growth Hub (NCC) will continue.



Annual Business Forum 2026



Inspiring North Norfolk 2026



Visit North Norfolk Conference



Cultural Partnership Networking

Skills and training

Support and advice around skills, recruitment and training will be a key focus for 2026-28, with a joint initiative with Norfolk County Council centred around skills development for businesses. This will also include engaging with schools and colleges to develop links with local businesses and opportunities for recruitment.

The North Norfolk Skills and Employment Board will continue to bring together stakeholders from business, education, skills professionals, training providers, FSB, DWP and other partners, to share information and explore collaboration opportunities.

High Street and Hospitality Support

The 'North Norfolk High Streets Matter' branded support package will continue to be rolled out to a further three towns (Cromer, Holt and Wells-next-the-Sea), working closely with key businesses and stakeholders in each location. The 2025-26 programme, delivered in collaboration with Norfolk County Council, was noted by Department of Business and Trade (DBT) as an example of good practice, particularly demonstrating the benefits of collaboration.

This initiative aims to help retailers improve their services and encourage changes and activity that increase visitor numbers and encourage people to spend more time in these areas. On completion of the training sessions, businesses will be eligible for grant funding for modest physical improvements.

Three specific small grant schemes, Retail Excellence, Hospitality Matters (town specific) and Love Your Market Town (district wide) will provide grant funding for improvements in town centres. The initial Retail Excellence training session took place in the Council Offices in Cromer on 14th May. Attending businesses are encouraged to network and share ideas.



Broader support for hospitality businesses across the District will be provided through the new Hospitality Uplift and Growth Scheme (HUGS), which will build upon the foundations of Hospitality Matters.

2 Forthcoming Activities and Developments.

Hidden Tools in Office 365 That Boost Efficiency

Thursday 18 June 2026

9.15am to 12.45pm

Scottow Enterprise Park, Lamas Road, Badersfield, NR10 5JR

Register [here](#)

North Norfolk Networking Coffee Morning

Monday 29 June 2026

10am to 11.30am

Blakeney House, High Street, Blakeney, NR25 7NA

Register [here](#)

North Norfolk Networking - Black Shuck

Thursday 20 August 2026

8am to 10am

Park Farm Barns, Fulmodeston Road, Hindolveston, Dereham, NR20 5BP

Register [here](#)

3 Meetings attended

The following engagements supplement wider County and regional appointments, such as meetings of Transport East and the Norfolk Business Board.

Opportunity East Conference (Ipswich)

Business visits including: Wroxham Barns, North Norfolk Railway, Holkham Estate, Bill Cleyndert & Co

Black Shuck celebration event

North Norfolk Skills & Employment Forum

Green Park, Sculthorpe site visit

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CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

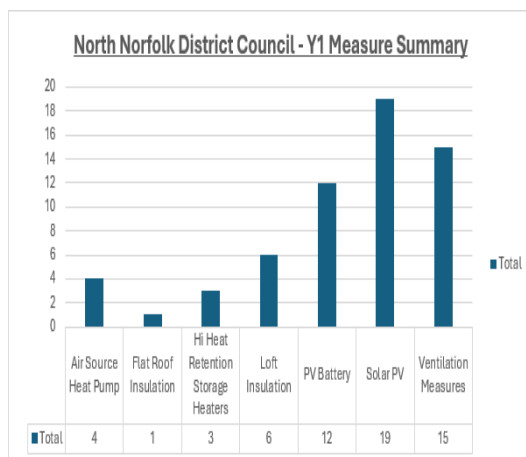
COUNCILLOR ADAM VARLEY - CABINET MEMBER FOR CLIMATE

For the period April – May 2026

1 Progress on Portfolio Matters.

Warm Homes : Local Grant

Norfolk Warm Homes (consortia of five district councils) was awarded £1,428,640.67 in 25/26 to help residents to escape fuel poverty and decarbonise their heating. Of this, £364,315.47 (26%) has been spent providing twenty north Norfolk households with air source heat pumps, insulation, solar photovoltaic (PV) panels and batteries and ventilation measures.



“Compared to our old heating system, the air source heat pump has made a huge difference, our home has got proper heating and hot water now.”

Mariusz, Stalham resident

Funding continues into year two with some postcodes in Stalham and North Walsham ‘auto-qualifying’ subject to property suitability. For more details see [Norfolk Warm Homes](#) or contact energy@north-norfolk.gov.uk

Energy Company Obligation (ECO) Scheme 4 flex

In 25/26 the Council administered 151 applications to this scheme, which under the statement of intent allows the expansion of the eligibility criteria for ECO to include residents who have a health condition exacerbated by cold and damp. This provides fully funded heating upgrades, insulation and solar PV to help vulnerable residents lower their bills and decarbonise their homes.

Although this scheme has received no new funding for 26/27 the team will continue to support ongoing applications until the scheme closes in December.

Solar Installation

The beginning of April saw a full year of working with our solar PV partner - Make My House Green, which:

- Offers a free solar calculator and consultation
- Uses local MCS Accredited installers
- Offers North Norfolk residents a £500 discount
- Has a 4.5 star customer rating on Trustpilot

Over the year:

- the free solar assessment tool has reached nearly 700 north Norfolk residents
- seventeen households have completed solar panel installations with a further seventeen installations currently in progress
- 16,022 kg of carbon dioxide (equivalent) saved to-date, with an ongoing annual 28,078 kg estimated carbon reduction in installed homes
- £20,432 customer savings achieved so far with a predicted ongoing £37,551 annual savings from installed systems.

Electrical Vehicle Charging Points

New chargers have been installed at the Victory Swim and Fitness Centre. These have been funded using a government grant through the Norfolk County Council “Plug In Norfolk” Scheme. Further charge points are due to be installed in East Runton, Mundesley and Overstrand over the summer.



2 Forthcoming Activities and Developments.

- Promotion of energy saving grants and technology at further public events
- Launch of Norfolk home energy hub in conjunction with the Norfolk Climate Change Partnership [Home Page - Home Energy Hub Norfolk](#)

3 Meetings attended

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CABINET MEMBERS REPORT TO COUNCIL

June 2026

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

For the period May to June 2026

1 Progress on Portfolio Matters.

Culture - Funding and Programmes

The **E-TIP (electronic tourist information points)** project has progressed, and five units are installed, wired and ready for switch-on. These are placed at Greater Anglia stations in the District at Hoveton, North Walsham, Cromer, Sheringham and West Runton. Because of their locations, the remaining ones need Advertisement Consent, applications for which are being considered; these will be at Overstrand, Mundesley, Cromer and Wells.



The **Cultural Partnership** plans have been formulated for 2026 -27. The board plans to meet in early June to agree the arrangements for the next event – September 2026. The SLACK digital communications platform is in place alongside an Instagram page and admin support by Sheringham Little Theatre. It is hoped that this will provide continuity and sustainability for the sector as we move towards LGR. Major stakeholders such as the National Trust will sit on the board as well as representatives from Arts, museums, venues and music networks.



Visit North Norfolk

VNN continues to deliver strong marketing campaigns for North Norfolk, from May half term activities, to dog friendly beaches, attractions and eating out. Discount vouchers and a refreshed website for the start of the main season 2026 can be found [here](#).

Supporting tourism and hospitality businesses can be evidenced by:

- Visit North Norfolk member summer social for networking event (3rd June)
- Free Workshop with Netmatters followed by one-to-one tech support/advice
- Visit North Norfolk Conference and networking event – planned for for for 12th November 2026

LEISURE

Leisure Contract

Whilst work is ongoing to deliver the new facilities at Fakenham as part of the FLASH project we continue to see a slight reduction in overall numbers using our leisure facilities, which is to be expected. In March a total of 42,068 were achieved across the contract, and this gave us a total annual figure of 491,030 visits which is fantastic. 3714 people hold memberships at our facilities and 1027 children are signed up to swimming lessons at Victory and the Reef.



FLASH

Countryside

70 applications were received for the vacant Countryside Ranger posts within the team and a thorough recruitment process has seen the appointment of new Ranger Michael who will be joining the team from Kent County Council at the end of July, and the promotion of Assistant Countryside Ranger Joe which is testament to his recent efforts to learn and improve with us. We look forward to having a full team back together soon to support the necessary ongoing works across all of our sites.

The Rangers have delivered three events over the past two school holiday periods, including a Junior Ranger Day and two Easter Egg Hunts. These attracted 109 children and 89 adults to take part. 2026's programme of events and activities for the popular Green Futures Youth Project has also been launched providing free sessions to young people aged 11-19 (up to 25 with additional need) in North Norfolk.



ARCHERY
21st August
10am - 11:30am
11:45am - 1:15pm
Holt Country Park
Enjoy some archery in the woods with our ranger team, learn the basic skills and see if you could be at the next Olympics!

GUIDED BAT WALK
24th September
7:15pm - 8:45pm
Holt Country Park
Join our good friend and bat expert Jane for a guided bat walk through our award winning country park.
All equipment provided.

BIOFLUORESCENT NIGHT WALKS
1st October 9pm - 10:30pm Holt Country Park
12th October 8:30pm - 10pm Pretty Corner Woods
Join us for a journey through a hidden world of glowing life that surrounds us all, yet very few of us have ever seen. Welcome to the world of biofluorescence, one of nature's best-kept secrets. Don't miss this opportunity to delve into the enchanting world of biofluorescence and uncover the wonders that await in the darkness!

GREEN FUTURES YOUTH PROJECT 2026
Following the success of 2025's Green Futures events we are delighted to launch our 2026 programme!
These sessions are FREE to attend for young people who live or are educated in North Norfolk.
Open to ages 11-19
(Up to 25 with additional needs)
PRE-BOOKING ONLY!
Young people with additional needs should be accompanied by a parent or carer.

WORKSHOP DETAILS

MUDDY BOOTS YOUTH
26th May 1:30pm - 3pm Holt Country Park
12th, 19th, 26th Aug.
28th October
Ranger led group session supporting projects within our Green Flag sites. This will include habitat creation, practical management tasks, installation of infrastructure, wildlife surveys, tree planting and much more.

DEN BUILDING AND SURVIVAL SKILLS
4th August 10am - 12pm Holt Country Park
Design and build your own survival shelter out of natural woodland materials, and test it out against the 'rain'. Learn additional survival skills throughout the session.

For more information: Bookings: www.north-norfolk.gov.uk/book / HoltCountryPark
Enquire: countryside@north-norfolk.gov.uk

The Green Futures Youth Project is funded by The North Norfolk Youth Advisory Board and delivered by North Norfolk District Council's Leisure Service. The project delivers a variety of free to attend sessions for children and young people in North Norfolk which seek to provide hands on learning opportunities and environmental education.

NORTH NORFOLK DISTRICT COUNCIL, Norfolk County Council, YAB

Blue Flag Beaches & RNLI

Lifeguards on our main season beaches – Sheringham West, Cromer East, Mundesley and Sea Palling – started on May 23rd. It was a very busy opening weekend and following week thanks to the very hot weather. Two notable 'assists' were required at Sea Palling early in the season and the lifeguards supported emergency services at a major incident at Sheringham.

The Council was awarded all 6 Blue Flags that it applied for in 2026 and flags are now flying across the main season beaches as these have all Keep Britain criteria in place. Once the lifeguards start on the peak season beaches in July the remaining blue flags will be flown.

The beach wheelchair is now back in action for the season with Openwide handling bookings as they did last summer.

Pier Pavilion Theatre

Openwide worked hard and in collaboration with NNDC officers to deliver the Pier 125 celebrations in early June. The curtain goes up on this year's Summer Show on June 27th and will run until mid-September with the usual 4 different guest acts supporting the core cast. At the time of writing numbers for this year's show are on a par to the same time last year. Nearly 3000 more concert tickets have been sold this year compared to the same time last year which is encouraging.

The refurbishment of Tides Bistro into a Fish & Chip offer continues and it is hoped that this will be complete and open to the public in July.

Markets

All three markets have started strongly in 2026 with traders providing positive feedback to the team. Cromer is seeing a small resurgence after some difficult times in recent years and now sees a good group of regular traders providing a modest but varied market every Friday. Since the Wednesday markets have started back in Sheringham, the mood and interest appears positive and we have had application forms or requests to trade from 10 new traders.



Cromer Market

A first themed market of the year will take place on June 27th with additional one-off traders joining the market to help further boost footfall and interest.

Physical Activity Development

Locality Officer Updates

Big Norfolk Holiday Fun – all applications for Summer provision have been received and judged by the panel. A total of ten providers submitted applications for North Norfolk, including three new providers. A reminder that this scheme is a centrally government funded programme aimed at Free school meal eligible and otherwise vulnerable children, aged 5-16 years. Administered and monitored locally it is designed to offer a safe and fun activity to get your child moving and active, eat a healthy meal, learn new skills and meet other children during the school holidays.

Bowl for Health - Bowl for Health is an 8-week, inclusive bowls programme designed to support adults (typically aged 40+) who may be living with long-term health conditions, experiencing physical inactivity, or feeling socially isolated. Sessions are friendly, flexible, and combine bowls with opportunities to socialise. Cromer Marrams and Mundesley Haig Bowls clubs have signed up to deliver a Bowl for Health session. The session in Mundesley starts on Tuesday 16th June 2pm and Cromer starts on Monday 29th June 2pm.



Library Hire Hub- We have now completed the consultation phase and have identified which equipment each Library will stock. Across the three Libraries (Cromer, North Walsham & Fakenham) there will be over 100 pieces of equipment available to hire in the same way as hiring

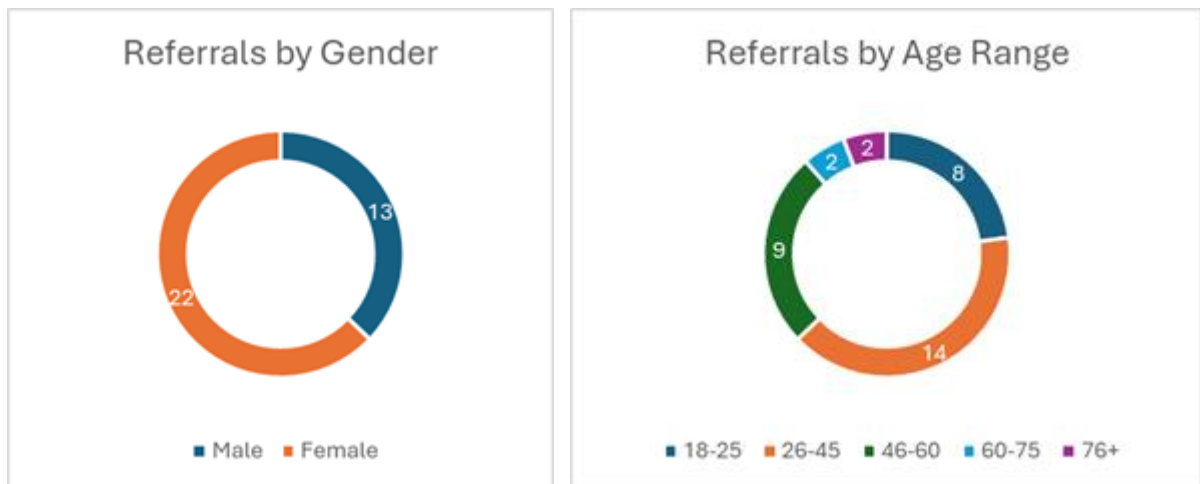
a book. The next stage of this project is to purchase and deliver the equipment, and to produce some marketing to help launch the new offer.

About with Friends- The team have been successful in securing £20k funding towards a brand new Wellness Hub for About with Friends members and the wider community to access. Work has started on the renovation of the facility. All equipment has been ordered, and additional funding has been secured to develop a wet room at the facility as well.

COMMUNITY OUTREACH

Homelessness Prevention

During April, the team received **35** new referrals to support residents threatened by, at risk of, or experiencing homelessness.



Collaborations and new connections

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 Adult Social Services, Norfolk and Suffolk Foundation Trust, Citizen's Advice, NNDC Early Help & Prevention service and Sanctuary Housing.

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 medical professionals from Addenbrookes hospital and local GP surgeries, Sanctuary supported housing, Empanda, Norfolk Police, NNDC Early Help and Prevention Team, NNDC Housing Options Team, North Walsham Salvation Army, Norfolk County Council, local community groups, Leeway, Tech Skills for Life and NNDC Benefits service.

Falls & Frailty

Data from the NNUH has continued to be received on a weekly basis. The final receipt of data from the NNUH is the 1st of June 2026.

In May, we processed **31** referrals for North Norfolk residents. **2** were duplicates, **7** referrals went on to decline the service and **1** referral was removed from the pathway due to ineligibility (resident in a care home).

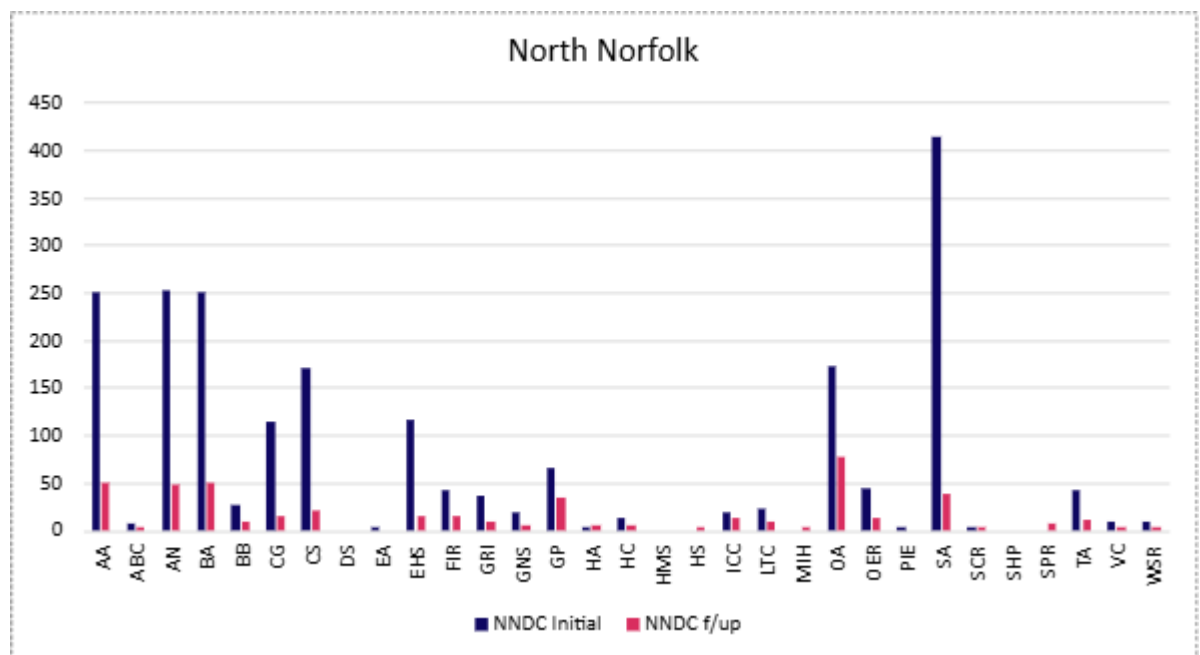
53 initial and follow up calls were made during May.

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

Note: Due to overlapping reporting, the below graphs represent data from the start of the pathway in July 2024 to the end of April 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.

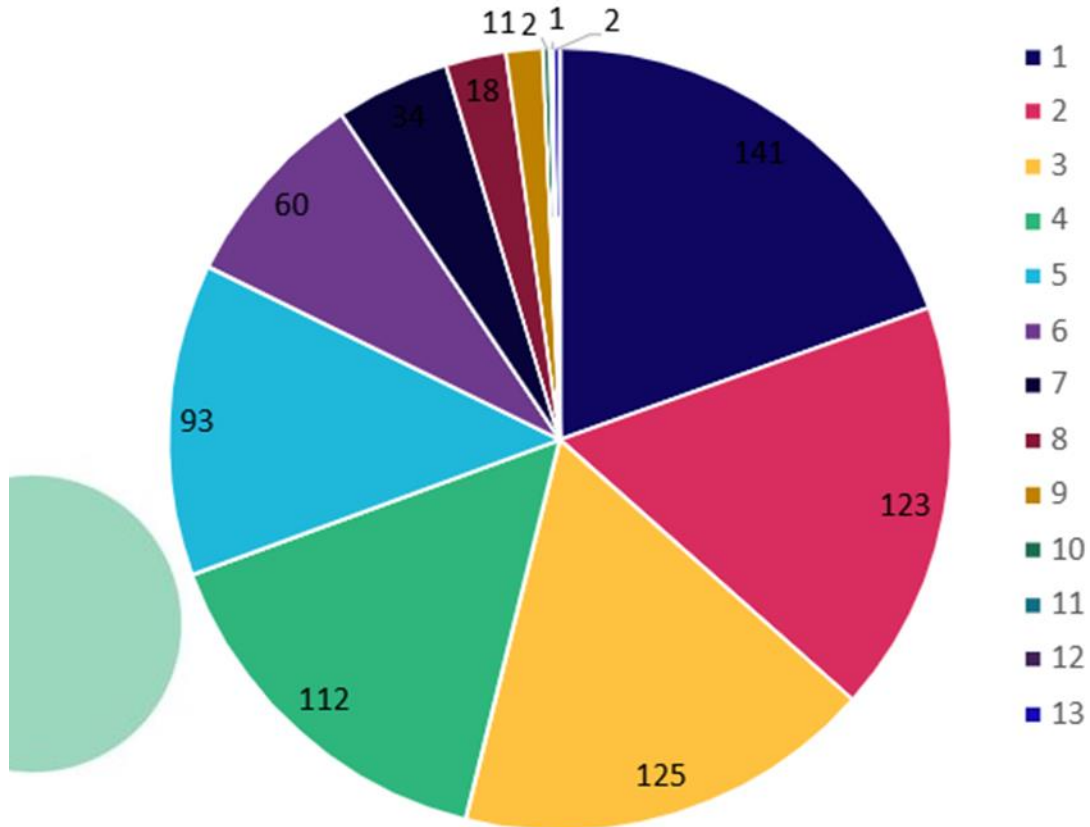


AA – Aids and Adaptations
 ABC – Assisted Bin Collection
 AN – Active Now Falls and Frailty Pathway Referral
 BA – Benefit Advice
 BB – Blue Badge Application
 CG – Community Group Signposting
 CS – Carer Support
 DS – Debt Support
 EA – Everyone Active Referral
 EHS – Energy and Heating Support
 FIR – 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, 125 customers have received 3 referrals or actions, 93 customers have received 5 referrals or actions, and 2 customers have received 13 referrals or actions, because of their contact with the pathway.

Number of people who received X onward referrals
 - North Norfolk



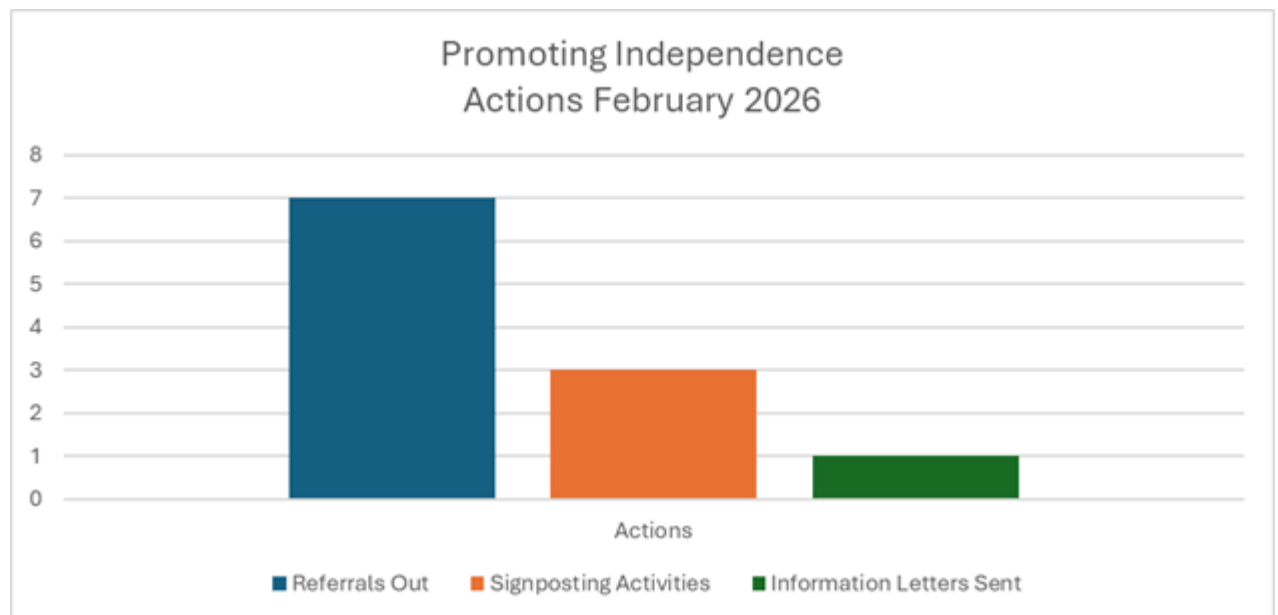
Promoting Independence

Promoting Independence is a 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 May, **88** customers were contacted (or contact was attempted). Of these, **19** opted into the service, **56** opted out of the service and **13** did not respond to three contact attempts.

Of the **19** customers opting in to the service:



Other Service News

Poppyland Radio Shows:

In May, two new shows were recorded:

- **Making it Real:** The Making It Real board works with Adult Social Services and other organisations to ensure coproduction takes place. The Board is made up of disabled people and their Carers who support organisations in their planning and share their experience and feedback on existing services to ensure solutions are found and improvements made.
- **Move More Membership:** Victory Swim & Fitness Centre has introduced a brand-new, low-cost membership aimed at helping more people enjoy the benefits of an active lifestyle. The Move More Membership has been designed especially for those who may struggle to get active or face financial barriers to taking part in regular physical activity.

North Norfolk Health & Wellbeing Partnership:

- The Healthier North Norfolk Working Group met on 13th May. Attendees expressed a desire for Benjamin Court to reopen, to understand the NSFT discharge process and to offer Cromer based sports and social clubs posters signposting to domestic abuse and mental health support services. The group are keen to host a PositiviTea event highlighting community and voluntary groups in Cromer.
- The Health Inequalities Working Group met on 19th May and shared details of the projects funded via <https://www.norfolkfoundation.com/funding-support/grants/groups/north-norfolk-health-and-wellbeing-partnership-fund/> and raised awareness of a new 'Health station' planned for North Walsham.

North Norfolk Community Hub:

On 26 May the theme for our meeting was Children and Young People. Guest presentations were provided by:

- Nelson's Journey
- Norfolk County Council's Children's Librarians
- Papyrus
- No Limits Norfolk

2 Forthcoming Activities and Developments.

Cultural Partnership – next networking event planned for Sept 2026.
Using Google Ads in your business – VNN workshop 3 June 2026

3 Meetings attended

Officers Representing the Portfolio of Culture, Arts and Heritage and Tourism

- e-tip GA launch opportunity with GA and VNN
- Best Practice Group – Tourism, hosted by NNDC at Cromer Pavillion Theatre. Meeting, presentation and tour. Representatives from all over Norfolk.
- Planning meeting with SLT (CP representatives)

Norwich Arts Executive Forum
Sheringham Little Theatre
FLASH
North Norfolk Railway
Rural Schools
LGA Health
Benjamin Court
Cromer Art Space
Visit North Norfolk
NN Cultural Partnership

Integrated Care Partnership / Health & Wellbeing Board
Cromer Lawn Tennis & Squash Club
UKSPF

CABINET MEMBERS REPORT TO COUNCIL

17 June 2026

**COUNCILLOR L WITHINGTON - CABINET MEMBER FOR
COMMUNITY OUTREACH**

For the period April to June 2026

1 Progress on Portfolio Matters.

Customer Services and The Digital Mailroom

The Customer Services and Digital Mailroom teams have had a busy and productive start to the year, managing a high volume of enquiries as we process new Council Tax billing, Benefit notification letters, and continue Garden Bin subscription renewals. Additionally, the Norfolk County Council elections in May further contributed to increased contact volumes, as residents sought information and support, adding to the overall demand on our services during an already busy period. Our advisors have worked tirelessly to support residents, ensuring queries are handled as quickly and efficiently as possible during this peak period.

Customer Contact Trends and Channel Shift

When reviewing customer contact across face-to-face, telephony, and online services, there continues to be clear growth in overall demand, alongside a noticeable shift towards digital channels.

The combined total number of contacts increased from 9,302 in April/May 2025 to 10,955 in April/May 2026, representing an overall rise of 1,653 contacts, or 17.8% across all channels.

Traditional contact channels have declined during this period. Face-to-face contacts reduced from 1,389 to 1,113 (down 19.9%), while telephony contacts decreased slightly from 7,808 to 7,726 (down 1.1%).

In contrast, online usage has shown steady and sustained growth. Contacts increased from 10,137 in 2024 to 12,809 in 2025 (an increase of 26.4%), and further to 14,321 in 2026 (a further rise of 11.8%). This represents an overall increase of approximately 41.3% since 2024.

This trend highlights a continued and accelerating shift in customer behaviour towards digital services.

The increase in online usage has also contributed to reduced demand across

traditional channels, particularly face-to-face interactions. As fewer customers attend in person, Customer Service Advisors have been able to redirect their time more effectively towards telephony. This shift in resource allocation has improved call handling capacity, enabling more staff to focus on answering calls.

This is reflected in performance, with the average telephony wait time reducing from 12:02 in April/May 2025 to 08:04 in the same period for 2026, a 33% reduction in wait time. Overall, the growth in digital engagement is helping to rebalance service delivery and improve efficiency across all channels.

Update – Fakenham Connect

Following the withdrawal of Customer Services from Fakenham Connect at the end of March 2026, the transition has been implemented smoothly. There has been no customer feedback received since the change, indicating that alternative access channels, including online, telephone, and Cromer-based face-to-face services, are meeting customer needs effectively.

Customer Satisfaction

Customer satisfaction remains strong across all measures, with 84.77% overall satisfaction. Advisor support continues to be a key strength, with 94.55% of customers finding staff helpful. Satisfaction with advice stands at 89.29%, while 85.71% of customers report it was easy to make contact. Overall, these results reflect a consistently positive customer experience.

Survey Completion Rates

Year	Month	Issued	Completed	Completed %
2026	April	2053	293	14.27%
2026	May	1777	239	13.45%
Total		3830	532	13.89%

How easy did you find it to contact the council?

Year	Month	% Satisfied
2026	April	82.94%
2026	May	89.12%
Total		85.71%

How helpful did you find the csa who dealt with your enquiry?

Year	Month	% Satisfied
2026	April	93.86%
2026	May	95.40%
Total		94.55%

How pleased were you with the advice you were given?

How satisfied are you with your overall experience with us?

Year	Month	% Satisfied
2026	April	88.40%
2026	May	90.38%
Total		89.29%

Year	Month	% Satisfied
2026	April	82.94%
2026	May	87.03%
Total		84.77%

2 Forthcoming Activities and Developments.

Digital Service Development Context

The continued increase in digital uptake reflects the success of targeted digital initiatives delivered over recent months. The improved online “Contact Us” form triage approach has now been successfully developed and implemented across 12 key service areas, embedding a consistent and streamlined way for customers to efficiently access services online. To build on this success targeted SMS messaging is also now being introduced to further promote the use of online contact methods, helping to drive awareness and encourage digital engagement. Ongoing analysis of customer contact data is being used to identify trends and ensure that future digital development and engagement activity is focused where it will have the greatest impact.

3 Meetings attended

Refurbishment of Pavilion Theatre, Cromer Pier.	
Executive Summary	The Pavilion Theatre auditorium has not been refurbished alongside the front and back of house. This project will improve the energy efficiency, patron comfort and provide superior facilities to ensure viability into the future unitary council control.
Options considered	<p>Option 1 The recommended option includes insulating the roof, walls and floor of the auditorium, providing heating and cooling and completing the front of house upgrades that were previously descoped.</p> <p>Option 2 The front of house works could be excluded, but this would make less commercial sense when the theatre will be closed for the auditorium works. Not recommended</p> <p>Option 3 Thirdly, no changes made to the auditorium. This would reduce thermal and noise efficiency in the winter and reduce audiences in the height of summer. Commercial opportunities might not be maximised. Not recommended</p>
Consultation(s)	Local ward member, Cllr Tim Adams - Leader and Cllr Lucy Shires - Portfolio Holder for Finance, Estates & Property Services
Recommendations	<p>Recommendation 1 Full Council is recommended to increase the capital programme by £2.400m, funded by borrowing.</p> <p>Recommendation 2 That delegated authority is granted to the Assets and Property Programme Manager, in consultation with the Portfolio Holder for Finance, Estates and Property Services and the s151 Officer, to award a contract for the delivery of the works up to the approved budget.</p>
Reasons for recommendations	To ensure the viability and efficiency of the Pavilion Theatre, Cromer Pier for the benefit of residents and the tourism economy.
Background papers	Exempt appendix A cost estimate

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Dan King, Assistant Director Finance & Assets Daniel.King@North-Norfolk.gov.uk

Links to key documents:

Corporate Plan:	Investing in our local economy and infrastructure A strong, responsible & accountable council
Medium Term Financial Strategy (MTFS)	The works are proposed to be funded through borrowing. This internal borrowing will be repaid through a minimum revenue provision over the useful life of the works. This will be incorporated in the MTFS update.
Council Policies & Strategies	None

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	<p>Yes – Appendix A</p> <p>Information relating to Appendix A and Appendix B involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.</p> <p>This paragraph relates to:</p> <p>Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <p>The information is commercially sensitive, relating to itemised pricing and lease negotiations. Releasing this information would be likely to prejudice the Council in obtaining best value, in the interests of Council Tax payers, and would reveal commercially sensitive pricing information of a third party.</p>
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 outline the opportunity to refurbish the auditorium of the Pavilion Theatre, Cromer Pier and to seek approval for an in-year addition of £2.400m to the 2026/27 capital programme. The report also seeks delegated authority to award a contract to enable timely delivery of these works.

2. Introduction & Background

2.1. Arts and culture are integral to the North Norfolk tourism offer. Theatres, grassroots music venues, galleries and arts organisations share stories and share them with audiences on both a local and international scale. They also

support local growth and regeneration, fostering vibrant communities, and provide a training ground for future creatives.

2.2. **Strategic case.** The proposal aligns to both; investing in our local economy and infrastructure by upgrading a key tourism assets; and a strong, responsible & accountable council by ensuring funding can be secured through borrowing if grants are unavailable and leveraging a contribution for the operator. The desired outcomes;

- preserve cultural and tourism assets in preparation for the successor authority
- improved value for money through decreasing the amount of expenditure on maintenance and repair of cultural assets
- reduced loss of high-quality cultural work from creative and cultural organisations as a result of asset failure or degradation
- cultural organisations develop more sustainable financial and business models, adapting to the changing environment and needs of the communities with whom they work
- improved energy efficiency and environmental performance of cultural buildings and equipment.

2.3. **Economic case.** The successful summer and winter shows as well as additional events throughout the year demonstrates consumer and performer demand. This demand can be increased by improving the thermal performance and keeping the theatrical offer appealing by using new production technology. Moreover, the option to enhance customer experience and conditions may drive both sales and profit share higher.

2.4. **Commercial Case.** Over decades of ownership and continuous maintenance we have established a reliable supply chain who understand the unique challenges of a listed building in a marine environment. The Council is responding to the latest condition survey to the structure and has developed a works program over the coming years to address issues raised. The Pavilion Theatre front and back of house areas have been recently refurbished. The auditorium is the last element of the building to be brought up to the same standard.

2.5. **Financial Case.** Current insulation to the barrel roofs, walls and floor is very limited. Improving the insulation will reduce future energy costs, albeit the additional cooling will increase energy consumption in the height of summer. Should the refurbishment be approved the operator has agreed to contribute towards the audio and lighting equipment, see exempt appendix A.

Officers have unsuccessfully applied for government grant funding but will continue to pursue this as grant programs are opened and will continue to lobby external stakeholders. In case grant funding is not obtained officers recommend that Cabinet and subsequently Full Council approve funding through external borrowing. Using reserves was considered but not recommended since there remains considerable and undetermined commitment to deliver Local Government Reform and new service burdens during the remaining life of the Council.

2.6. **Management Case.** The auditorium refurbishment program would maximise the scheduled winter close starting late January 2027 and lasting around three

months. Officers have explored and would consider appointing external project management resource to deliver the program within tight deadlines agreed in partnership with the operator.

3. Proposals and Options

3.1. **Option 1** Refurbish the auditorium and remaining areas of the front of house. Recommended

- 3.1.1. The Pavilion Theatre can be divided into three sections;
 - Front of House, where patrons enter the building, the vending areas for drinks and light refreshments and customer toilets.
 - Auditorium comprising 440 seats laid out as stalls, wings and balcony.
 - Back of House which includes the stage, dressing room, welfare facilities, prop storage, offices and services.
- 3.1.2. The Front of House was refurbished including serving areas and toilets. However, the original project was descoped so key elements were omitted including insulating the floor and preventing leaks from the roof mounted cupola. This proposal includes remedying these exclusions and provision for improvement to the bar's lighting, doors and windows as required.
- 3.1.3. The auditorium has limited insulation to the central flat roof, installed during earlier renovations. The barrel vaulted roofs to the sides and floor remain uninsulated. This has two effects on customer experience; first the temperature is hard to control in both winter and summer since there is only a thin layer of flooring laid over the pier decking. Second, heavy seas can make it hard to hear quiet passages of the performance. The roof domes include passive ventilation which is deployed in the summer but the auditorium still becomes unpleasantly hot at peak temperatures presenting additional risk to the audience and performers.

The proposal is to complete the insulation of the floor, walls and doors to the auditorium to improve thermal efficiency and reduce heating costs. To achieve this the seats will be removed to gain access to the floor. Accessing the floor allows for greater access to the pier substructure and so can speed up and/or reduce the cost on the concurrent structural works approved in the 2026/27 capital program.

Whilst the seats are offsite, they will be fully refurbished, allowing for repairs to the original cast iron frames and full re-upholstery. Level access for disabled patrons would also be retained.

The most significant element of the refurbishment is to replace the poor performing heating system with a new, more efficient, electrically powered system that both heats and cools the auditorium to address the customer experience problems. Ducting will be installed to channel the air handling to all three areas of the building so that front and back of house are equally comfortable.

Stripping out the auditorium will allow for electrical rewiring and replacement of the aged fire detection system further improving the safety of this public events space. The project includes full replacement of the

public audio system and upgrades in performance and efficiency of the stage and house lighting equipment.

- 3.1.4. The Back of House was recently refurbished and staff and performers have congratulated the Council on the high quality facilities. New dressing rooms, toilets and showers were provided as well as new office space, prop storage, offices and innovative stage lift steps. However, the lack of active cooling can make this busy and compact area hot in summer hence the enhanced air handling will greatly improve comfort.
- 3.1.5. It is anticipated that the improved heating and cooling system will improve summer ticket sales and reduce winter running costs. The refurbishment will also allow the theatre to explore more options to diversify the offer, drive sales and profit share for NNDC.
- 3.1.6. Currently there is a single price point for all seats with reductions for reduced visibility in parts of the wings and for the less comfortable upward looking seats to the front of the stalls.
- 3.1.7. Many entertainment venues offer enhanced as well as standard experiences and such innovation would allow the Pavilion Theatre to cater to all markets. Currently there is a single pricing strategy for all seating in the auditorium save for discounts for partially obstructed views at the wings and look up positions at the very front of the stalls. The offer range could be expanded to provide more experiential packages, whereby customer could improve their experience by buying upgrade packages. The seats in the flat section of the wings could be removed and stored offsite to allow for exclusive cabaret table installation, whilst retaining the disabled viewing area in front of stage left. Guests booking the tables could enjoy table service during the performance through QR codes as well as complementary refreshments for a premium package price. The balcony area could be a mid-priced package that includes a complementary drink on arrival and priority access to the auditorium before general admission to the performance. By retaining the wings' seating offsite, they can easily be replaced if the demand is not high enough.
- 3.1.8. Officers considered options around full removal of the level stalls seating to allow for greater versatility of open space or table layouts to attract conferences, weddings and other events. However, it was deemed that the cost and effort to remove, store offsite and replace the heavy seating on a regular basis would not be practical or cost effective.
- 3.1.9. The current disabled viewing area in the front right wing will be preserved.
- 3.1.10. By undertaking the auditorium works in 2027 as recommended on option 1, greater synergy will be realised with the substructure program already approved in the 2026/27 capital program. Removing the auditorium flooring will give greater access to the substructure, ensuring both programs are executed in a timely and efficient manner. Upgrading the fire and electrical systems at the same time will also mitigate duplicated redecoration costs.

- 3.2. **Option 2** Refurbish the auditorium but exclude the remaining areas of the front of house. Not recommended. Whilst this option addresses the immediate problem of the auditorium temperature control, the bar area would remain energy inefficient and leaks would persist. By not addressing these issues at the same time, procurement, project management, preliminaries and mobilisation costs would be increased by doing it separately and may interfere with subsequent theatrical schedules reducing income. This option would reduce the capital outlay by £0.118m.
- 3.3. **Option 3** Do not refurbish the auditorium. Not recommended as the lack of insulation makes the building less comfortable and less energy efficient. Currently the auditorium sits directly on the pier decking and only the central part of the roof has some insulation. The auditorium would remain cold in winter, unpleasantly hot in summer, even with natural ventilation, and the sound of waves would intrude. Tourism assets might not be a priority for the new unitary authority, whose focus will be on safe and legal service delivery, new processes for the other services, and much later non-critical service delivery. Additionally commercial opportunities to provide differentiated experiences to customers would be denied.

4. Corporate Priorities

- 4.1. Continued investment in the pier supports a number of corporate plan objectives, including “investing in our local economy and infrastructure” by preserving the key iconic structure of Cromer Pier.
- 4.2. The works also demonstrate “a strong, responsible & accountable council” - Cromer Pier is one of the Council’s most valuable heritage and economic assets. Proactively addressing the condition of the Pavilion Theatre demonstrates responsible asset management and avoids costlier reactive interventions in future years.

5. Financial and Resource Implications

- 5.1. The initial works requested total £2.400m. Based on the estimated useful life of the works, the resulting Minimum Revenue Provision (MRP) charge is expected to be approximately £0.048m per annum from 2028/29 onwards. Interest will be payable if any of the debt will need to be externalised. The full year impact of interest would be £0.156m per annum.
- 5.2. Additional resource to project manage the construction is included in the budget as is procurement fees and relevant professional fees. There is sufficient capacity to fulfil the client officer role and processes in place to provide additional assurance including the Major Projects Oversight Board.
- 5.3. The proposal prudently includes debt finance to fully fund the project. Meanwhile officers will continue to pursue grant funding opportunities whether in part or in full to mitigate the long term impact of the finance costs of borrowing comprising MRP and interest.
- 5.4. The operator has pledged to contribute to a proportion of the costs. Please refer to Exempt Appendix A where an itemised breakdown of the schedule of works has been provided.

Comments from the S151 Officer:

The proposed increase in the capital program will increase borrowing if no grant financing is obtained. Undertaking the auditorium and front of house works together will incur less cost than completing the works separately as will alignment with the current substructure works program.

Completing the refurbishment of the Pavilion Theatre will improve conditions, commercial potential and energy efficiency of this primary tourism asset for years to come.

6. Legal Implications

- 6.1. The Council has a duty of care to maintain assets in a safe condition. Safety works to the electrical and fire detection systems as well as improving the performance of the public areas works of this nature must comply with marine engineering, planning, construction, and health and safety legislation. Procurement will follow the requirements of the constitution alongside the Procurement Act 2023.
- 6.2. Officers are collaborating closely with the Cromer Pier operator to minimise disruption to the performance program and avoid any contractual disputes.

Comments from the Monitoring Officer

This is a discretionary asset, but is an asset with high value locally, to the visitor and local economy. The proposed refurbishment is intended to be funded from increased borrowing with repayments/benefit of improved asset, going beyond the life of this council.

Members need to consider the financial aspect and benefits of the works and be satisfied that this spend is best value, prudent and proportional use of council resources.

7. Risks

- 7.1. Construction costs continue to be affected by external inflationary pressures. To mitigate this, a contingency allowance of 10% has been included within the proposed budget.
- 7.2. Timely completion of the recommended upgrades enhances the customer experience and widens the commercial offer whilst providing some mitigation to energy cost inflation.
- 7.3. Cromer Pier is a valued landmark and its ongoing customer appeal important to residents, visitors, and the local economy. Ensuring that works proceed in a timely and well-managed way helps protect the Council's reputation and its duty of care.

7.4. Planning permission will be sought for changes to this listed structure. Officers will consult appropriately with LPA teams to ensure compliance and independent decision making.

7.5. Temporary operational impacts may occur during construction. However, these will be minimised through close coordination between the Council's Property Services team and the pier's operators, Openwide, with works planned to start in January 2027 when activity is at its lowest but will impact the first half of the summer season. This may in part be mitigated by identifying a temporary location to host performances and sustain the visitor economy.

8. Net Zero Target

8.1. The construction works will increase the Council's carbon footprint during the time of the project. Low carbon materials, re-use of existing materials and use of local contractors could help to mitigate this.

8.2. The operation of this building contributes to our scope 3 emissions. The insulation and LED lighting elements should reduce energy demand and therefore the carbon footprint of the building on an annual basis once the project is complete.

8.3. The heating is already electric but early discussions indicate that an air to air heat pump could provide heating and cooling. Whilst this should provide a much more efficient form of heating and save energy and carbon, the cooling will be an additional running cost (financial and carbon) since the existing natural ventilation is insufficient during the hottest periods.

8.4. The options for renewables is limited. Some PV panels and turbines are designed to perform in marine environments and could be explored however the situation is far from ideal with any potential installations needing planning permission and to consider the listed status. Moreover, the orientation of the Pier may not lend itself to maximum PV generation.

8.5. In the absence of renewables the next best option would be for Openwide to purchase their electricity on a 100% renewable tariff. This will be explored in collaboration with the operator.

9. Equality, Diversity & Inclusion

There are no Equality, Diversity & Inclusion impacts. The refurbishment program will ensure that disabled patron retain access to all facilities in the refurbished Pavilion Theatre.

10. Community Safety issues

10.1. Appropriate safety measures, including controlled access zones, clear signage, temporary barriers, and compliance with construction and marine safety regulations, will be implemented to ensure the safety of visitors, contractors, and pier operators throughout the works. Controlled access will be maintained for the RNLI's offshore lifeboat crews. With these controls in place, community safety impacts are expected to be minimal.

Conclusion and Recommendations

Completing the refurbishment of the Pavilion Theatre will enhance customer experience, increase commercial opportunities and improve the energy efficiency of the valued cultural and tourism asset for future generations. By aligning these works to the existing substructure repairs program economies of scale and reduced disruption to visitors can be realized. Therefore Option 1 full refurbishment of the auditorium and front of house areas is recommended as a fitting tribute to the Council's stewardship of this historic landmark.

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Treasury Outturn Report 2025/26	
Executive Summary	This report sets out the Treasury Management activities undertaken during 2025/26 compared with the Treasury Management Strategy for the year.
Options considered	For the Council to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities (Prudential Code) and CIPFA Treasury Management in the Public Services Code of Practice an outturn report must be presented to Members to inform them of the outcome of the Treasury Management activity for the year. Therefore, no other option has been considered.
Consultation(s)	Link Treasury Services have provided the economic information in Appendix A of this report.
Recommendations	That Governance, Risk & Audit Committee reviews and recommends the outturn position to Full Council for approval.
Reasons for recommendations	The Treasury Management activity for the year requires approval by Full Council for the Council to comply with the CIPFA Treasury Management and Prudential Codes.
Background papers	This report refers to the Council's Treasury Management Strategy 2025/26.

Wards affected	All
Cabinet member(s)	Cllr. Lucy Shires
Contact Officer	James.Moore James.Moore@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	This report shows the Council's current Treasury position and compares it with the cost of delivering its Capital Programme (CFR – Capital Financing Requirement). This shows the Council's current ability to finance its current Capital Programme.

Medium Term Financial Strategy (MTFS)	<p>The Treasury Management activity during the year has been undertaken to ensure that the Council has sufficient access to liquid funds that it requires to maintain its cashflow. Management of the Council's cash, investments and borrowing underpins the delivery of the Medium-Term Financial Strategy.</p> <p>This report provides details of the Council's investment and borrowing position and the Council's Capital Financing Requirement position, which together show the net debt position of the Council as at the end of the 2025/26 financial year.</p>
Council Policies & Strategies	This report refers to the Council's Treasury Management Strategy 2025/26.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	This report is available to the public.
Details of any previous decision(s) on this matter	This is an annual report on the Council's Treasury position.

1. Purpose of the report

This report sets out the Treasury Management activities undertaken during 2025/26 compared with the Treasury Management Strategy for the year.

It is a requirement for this report to be presented Members to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities (Prudential Code) and CIPFA Treasury Management in the Public Services Code of Practice. It provides Members with the current Treasury position of the Council.

2. Introduction & Background

This report shows the Council's current Treasury position compared with the cost of delivering its Capital Programme (CFR – Capital Financing Requirement). This shows the Council's current ability to finance its current Capital Programme.

The Council borrows and invests significant sums of money and is therefore exposed to financial risks including the losses in invested funds. There are also the revenue budget implications of a varying interest rate on the Council's investments. The successful identification, monitoring and control of risk remains central to the Council's Treasury Management Strategy. **Appendix A – Annual Treasury Outturn Report 2025/26** provides the details of the Council's Treasury Management activity for the 2025/26 year and the final position as at 31 March 2026.

3. Proposals and Options

This report contributes towards the overall financial performance of the Council. It is recommended that the Council continues with its Treasury Management activity as outlined in the Treasury Management Strategy 2025-26.

4. Corporate Priorities

The Council's Treasury Management report supports the Medium-Term Financial Strategy through protecting the Council's funds and cash flow whilst minimising borrowing costs. This aligns with the corporate priority: A strong, responsible and accountable Council.

5. Financial and Resource Implications

The financial implications are contained in the report and in Appendix A. Treasury Management activities have been carried out in accordance with the Council's Treasury Management Strategy and comply fully with the CIPFA Codes of Practice. The Council has a Capital Programme that is fully funded.

Comments from the S151 Officer:

This Report provides details of the Treasury Management activity for the year. All activity has complied with the codes of practice and the Council's Treasury Management Strategy.

6. Legal Implications

This report must be presented to Members to ensure the Council is compliant with the CIPFA Treasury Management Code.

Comments from the Monitoring Officer

The Council needs to act in accordance with its Treasury Management Strategy and comply with the CIPFA codes of practice to keep Members informed.

7. Risks

This report addresses the potential risk that the Council does not have sufficient funds to finance its Capital Programme.

Full risks details are highlighted within Appendix A of this report.

8. Net Zero Target

Not applicable to this report.

9. Equality, Diversity & Inclusion

Not applicable to this report.

10. Community Safety issues

Not applicable to this report.

11. Conclusion and Recommendations

- 11.1. To conclude that Treasury activities for the year have been carried out in accordance with the CIPFA code and the Council's Treasury Strategy.
- 11.2. That Governance, Risk and Audit Committee recommend that the Treasury Management Outturn report for 2025/26 is approved by full Council.

Annual Treasury Management Outturn Report 2025/26

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ABBREVIATIONS USED IN THIS REPORT

This is an optional area which clients may wish to include in their report if they feel that members would appreciate having this list of abbreviations and definitions.

CE: Capital Economics - is the economics consultancy that provides MUFG Corporate Markets Treasury Limited, with independent economic forecasts, briefings and research.

CFR: capital financing requirement - the Authority's annual underlying borrowing need to finance capital expenditure and a measure of the Authority's total outstanding indebtedness.

CIPFA: Chartered Institute of Public Finance and Accountancy – the professional accounting body that oversees and sets standards in local authority finance and treasury management.

CPI: consumer price index – the official measure of inflation adopted as a common standard by the UK and countries in the EU. It is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them.

MHCLG: the Ministry for Housing, Communities and Local Government - the Government department that directs local authorities in England.

ECB: European Central Bank - the central bank for the Eurozone

EU: European Union

EZ: Eurozone - those countries in the EU which use the euro as their currency

Fed: the Federal Reserve System, often referred to simply as "the Fed," is the central bank of the United States. It was created by the Congress to provide the nation with a stable monetary and financial system.

FOMC: the Federal Open Market Committee – this is the branch of the Federal Reserve Board which determines monetary policy in the USA by setting interest rates and determining quantitative easing/tightening policy. It is composed of 12 members - the seven members of the Board of Governors and five of the 12 Reserve Bank presidents.

GDP: gross domestic product – a measure of the growth and total size of the economy.

G7: the group of seven countries that form an informal bloc of industrialised democracies - the United States, Canada, France, Germany, Italy, Japan, and the United Kingdom - that meets annually to discuss issues such as global economic governance, international security, and energy policy.

Gilts: gilts are bonds issued by the UK Government to borrow money on the financial markets. Interest paid by the Government on gilts is called a coupon and is at a rate that is fixed for the duration until maturity of the gilt, (unless a gilt is index linked to inflation); while the coupon rate is fixed, the yields will change inversely to the price of gilts i.e., a rise in the price of a gilt will mean that its yield will fall.

HRA: housing revenue account.

IMF: International Monetary Fund - the lender of last resort for national governments which get into financial difficulties.

MPC: the Monetary Policy Committee is a committee of the Bank of England, which meets for one and a half days, eight times a year, to determine monetary policy by setting the official interest rate in the United Kingdom, (the Bank of England Base Rate, commonly called Bank Rate), and by making decisions on quantitative easing/tightening.

MRP: minimum revenue provision - a statutory annual minimum revenue charge to reduce the total outstanding CFR, (the total indebtedness of a local authority).

PFI: Private Finance Initiative – capital expenditure financed by the private sector i.e., not by direct borrowing by a local authority.

PWLB: Public Works Loan Board – this is the part of H.M. Treasury which provides loans to local authorities to finance capital expenditure.

QE/QT: quantitative easing – is an unconventional form of monetary policy where a central bank creates new money electronically to buy financial assets, such as government bonds, (but may also include corporate bonds). This process aims to stimulate economic growth through increased private sector spending in the economy and also aims to return inflation to target. These purchases increase the supply of liquidity to the economy; this policy is employed when lowering interest rates has failed to stimulate economic growth to an acceptable level and to lift inflation to target. Once QE has achieved its objectives of stimulating growth and inflation, QE will be reversed by selling the bonds the central bank had previously purchased, or by not replacing debt that it held which matures. This is called quantitative tightening. The aim of this reversal is to ensure that inflation does not exceed its target once the economy recovers from a sustained period of depressed growth and inflation. Economic growth, and increases in inflation, may threaten to gather too much momentum if action is not taken to ‘cool’ the economy.

RPI: the Retail Price Index is a measure of inflation that measures the change in the cost of a representative sample of retail goods and services. It was the UK standard for measurement of inflation until the UK changed to using the EU standard measure of inflation – Consumer Price Index. The main differences between RPI and CPI is in the way that housing costs are treated and that the former is an arithmetical mean whereas the latter is a geometric mean. RPI is often higher than CPI for these reasons.

SONIA: the Sterling Overnight Index Average. Generally, a set of indices for those benchmarking their investments. The benchmarking options include using a forward-looking (term) set of reference rates and/or a backward-looking set of reference rates that reflect the investment yield curve at the time an investment decision was taken.

TMSS: the annual treasury management strategy statement reports that all local authorities are required to submit for approval by the Full Council before the start of each financial year.

VRP: a voluntary revenue provision to repay debt, in the annual budget, which is additional to the annual MRP charge, (see above definition).

Annual Treasury Management Review 2025/26

Purpose

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2025/26. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2025/26 the minimum reporting requirements were that the Full Council should receive the following reports:

- an annual treasury strategy in advance of the year.
- a mid-year, (minimum), treasury update report.
- an annual review following the end of the year describing the activity compared to the strategy, (this report).

In addition, this Authority has received quarterly treasury management update reports.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by members.

This Authority confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Overview & Scrutiny Committee before they were reported to the Full Council.

Executive Summary

During 2025/26, the Authority complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and treasury indicators	31.03.25 Actual £m	2025/26 Forecast £m	31.03.26 Actual £m
Capital Expenditure	25.724	38.280	13.112
Capital Financing Requirement:	17.544	22.573	17.794
Short-term Borrowing (under 1 year)	2.000	1.000	5.000
Long-term Borrowing (over 1 year)	5.000	5.000	0.000
Total External Debt	7.000	5.000	5.000
Short-term Investments (under 1 year)	5.317	7.822	15.397
Long-term Investments (over 1 year)	20.000	20.000	20.000
Non-treasury Investments (Housing Loans)	1.853	1.640	1.756
Total Investments	27.170	29.462	37.153
Net Borrowing/(Investments)	(20.170)	(24.462)	(32.153)

Other prudential and treasury indicators are to be found in the main body of this report. The Section 151 Officer also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit) was not breached.

This report notes that the capital financing requirement as at the 31.03.25 has been reduced from the figure in the 2024/25 outturn report of £18.379m to £17.544m. This is to where additional capital receipts income was received after completion of the prior year report. This capital receipt was income relating to the 2024/25 accounting year and so could be allocated in retrospect to reduce in-year borrowing costs and future year MRP costs. This has also been reflected in the tables. As a consequence of this, the MRP charge for the 2024/25 was also changed and has also been reflected in the tables below.

Recommendations

The Authority is recommended to:

1. Approve the actual 2025/26 prudential and treasury indicators in this report
2. Note the annual treasury management report for 2025/26

Introduction and Background

This report summarises the following:

- Capital activity during the year,
- Impact of this activity on the Authority's underlying indebtedness, (the Capital Financing Requirement),
- The actual prudential and treasury indicators,
- Overall treasury position identifying how the Authority has borrowed in relation to this indebtedness, and the impact on investment balances,
- Summary of interest rate movements in the year,
- Detailed debt activity,
- Detailed investment activity.

1. The Authority's Capital Expenditure and Financing

The Authority undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.) which has no resultant impact on the Authority's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

General Fund	31 March 2025 Actual (£m)	2025/26 Budget (£m)	31 March 2026 Actual (£m)
Capital expenditure	25.702	38.280	13.112
Capital Receipts	1.071	2.953	0.995
Grants	21.507	26.509	10.680
Contributions	1.240	1.717	0.510
Reserves	1.079	1.468	0.325
Revenue Contribution to Capital (RCCO)	0.000	0.020	0.015
Total Financed in year	24.897	32.667	12.525
Unfinanced capital expenditure (Borrowing)	(0.805)	(5.613)	(0.587)

2. The Authority's Overall Borrowing Need

The Authority's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Authority's indebtedness. It represents the 2025/26 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Authority's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Authority's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies or utilising temporary cash resources within the Authority.

Reducing the CFR – the Authority's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Authority is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Authority's 2025/26 MRP Policy, (as required by MHCLG Guidance), was approved as part of the Treasury Management Strategy Report for 2025/26.

The Authority's CFR for the year is shown below, and represents a key prudential indicator.

CFR: General Fund	31 March 2025 Actual (£m)	2025/26 Budget	31 March 2026 Actual (£m)
Opening balance	16.999	17.544	17.544
Add unfinanced capital expenditure (from above financing table)	0.805	5.613	0.587
Add Finance Leases *	0.310	0.247	0.247
Less MRP	(0.507)	(0.522)	(0.522)
Less Finance Lease repayments	(0.063)	(0.062)	(0.062)
Closing balance	17.544	22.820	17.794

The authority has made no voluntary application of capital receipts (VRP) in 2025/26.

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

Gross borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Authority should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2024/25) plus the estimates of any additional capital financing requirement for the current (2025/26) and next two financial years. This essentially means that the Authority is not borrowing to support revenue expenditure. This indicator allowed the Authority some flexibility

to borrow in advance of its immediate capital needs. The table below highlights the Authority's gross borrowing position against the CFR. The Authority has complied with this prudential indicator.

CFR vs Gross Borrowing Indicator £m	31.3.25 Actual	2025/26 Budget	31.3.26 Actual
Gross borrowing position	7.000	5.000	5.000
CFR	17.544	22.820	17.794
Under / (over) funding of CFR	10.544	17.820	12.794

The authorised limit - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Authority does not have the power to borrow above this level. The table below demonstrates that during 2025/26 the Authority has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Authority during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

Treasury Limits Indicator (£m)	2025/26
Authorised limit	40.000
Maximum gross borrowing position during the year	7.000
Operational boundary	30.000
Average gross borrowing position	5.000

The above table shows that the maximum borrowing undertaken by the authority did not exceed the authorised limit. It also shows that the average borrowing position was below the operational boundary.

3. Treasury Position as of 31st March 2026

The Authority's treasury management debt and investment position is organised by the treasury management service to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Authority's Treasury Management Practices.

At the end of 2025/26, the Authority 's treasury position was as follows:

DEBT PORTFOLIO	31 March 25 Principal (£m)	Rate/ Return (%)	Average Duration (Days)	31 March 26 Principal (£m)	Average Rate/Return (£m)	Average period (Days)
Fixed rate funding, short-term borrowing:						
Local Authority Borrowing	2.000	5.44	34	0.000	0.00	0
Police Authority Borrowing	0.000	0.00	0	0.000	0.00	0
Fire Authority Borrowing	0.000	0.00	0	0.000	0.00	0
Pension Fund Borrowing	0.000	0.00	0	0.000	0.00	0
Housing Authority Borrowing	0.000	0.00	0	0.000	0.00	0
Fixed rate funding, long-term borrowing:						
PWLB	5.000	5.39	28	5.000	6.35	365
Total debt	7.000	5.43	31	5.000	6.35	365
CFR (from table above)	17.544			17.794		
Over / (under) borrowing	(10.544)			(12.794)		
Total investments	27.170	4.95		37.453	6.35	
Net debt	(16.626)			(24.659)		

The maturity structure of the debt portfolio was as follows:

Debt Comparison £m	31 March 2025 Actual	31 March 2026 Actual
Under 12 months	2.000	5.000
12 months and within 24 months	5.000	0.000
24 months and within 5 years	0.000	0.000
5 years and within 10 years	0.000	0.000
10 years and within 20 years	0.000	0.000
20 years and within 30 years	0.000	0.000
30 years and within 40 years	0.000	0.000
40 years and within 50 years	0.000	0.000
Total Borrowing	7.000	5.000
Authorised Limit	40.000	40.000
Borrowing Limit Exceeded?	No	No

During 2025/26 the Council renewed a £5m long-term loan with the PWLB (Central Government Public Works Loans Board) running from the 1st of May 2025 to 1st of May 2026, secured at an interest rate of 4.59%.

The Treasury has identified through its cash flow monitoring that external borrowing of £5m was required throughout the whole fiscal year. Any extra borrowing above this sum was only required on a short-term basis caused by the timing differences between the Council's expenditure and sources of income.

To avoid interest rate risk, a PWLB long-term loan was secured instead of renewing short-term borrowing on an ad-hoc basis. Relying on short-term borrowing throughout the fiscal year leaves the Council vulnerable to fluctuations in the economy and subsequent unknown interest rate hikes. The PWLB loan was secured for one year only, to allow for a potential decrease in interest rates at the end of 2025/26 and avoid locking the Council into a long-term loan with a high fixed rate of interest. Interest rates have been declining in recent years which matches the forecast from the Treasury and the Council's Treasury Advisors. This downwards interest rate trend is expected to continue during 2026/27.

Overall, the Council's borrowing requirement has decreased by £2.0m between fiscal year ends. This is from keeps a strong management of the Council's cashflow, payment run processing and appropriate financing of the Council's capital programme by accountants and managers (limiting use of forward-funding projects etc.)

The Council's investment portfolio was as follows:

INVESTMENT PORTFOLIO	31 March 2025		31 March 2026	
	Actual (£m)	Percentage of Portfolio	Actual (£m)	Percentage of Portfolio
Treasury investments				
Money Market Funds	5.317	19%	15.397	42%
Total managed in house	5.317	19%	15.397	42%
Strategic Bond Funds	5.000	18%	5.000	13%
Equity Income Funds	4.000	15%	4.000	11%
Property Funds	5.000	18%	5.000	13%
Multi-Asset Income Funds	6.000	21%	6.000	16%
Total managed externally	20.000	72%	20.000	53%
TOTAL TREASURY INVESTMENTS	25.317	91%	35.397	95%
Non-Treasury investments				
LN0001 – Broadland Housing	1.615	6%	1.346	4%
LN0002 – Homes for Wells	0.133	1%	0.110	0%
LN0003 – Homes for Wells	0.041	1%	0.039	0%
LN0004 – Homes for Wells	0.064	1%	0.061	0%
LN0005 – Homes for Wells		New 25/26	0.200	1%
TOTAL NON-TREASURY INVESTMENTS	1.853	9%	1.756	5%
TOTAL ALL INVESTMENTS	27.170	100%	37.153	100%

The maturity structure of the investment portfolio was as follows:

COUNTERPARTY / INVESTMENT	Redemption Period	Investment Value 31 March 2026 (£m)
Aberdeen Standard / MMF	CALL	3.200
Blackrock / MMF	CALL	3.447
DWS / MMF	CALL	2.350
Federated Investors (UK) LLP / MMF	CALL	3.200
Goldman Sachs / MMF	CALL	0.000
Invesco AIM / MMF	CALL	3.200
CCLA (UK) Public Sector Deposit Fund / MMF	CALL	0.000
CCLA / Local Authorities Mutual Investment Trust	T + 6 months	5.000
M&G Securities / UK Income Distribution Fund	T + 3 days	2.000
Ninety-One / Diversified Income Fund	T + 3 days	3.000
Schroder Unit Trusts / Income Maximiser Fund	T + 4 days	2.000
Threadneedle / Strategic Bond Fund	T + 4 days	3.000
M&G Securities / Strategic Corporate Bond Fund	T + 3 days	2.000
Aegon Asset Management / Diversified Income Fund	T + 3 days	3.000
Broadland Housing (Housing Loan)	FIXED (Long-term housing loan)	1.346
Homes for Wells (Housing Loan)	FIXED (Long-term housing loan)	0.410
TOTAL		37.153

The Council has seven same day Money Market Fund (MMF) accounts which can be used to invest/redeem surplus cash around its daily cash requirements. For these MMF's there is no gain/loss on principal invested, they are secure but consequently provide a lower interest rate than alternative types of investment. Typically, interest rates match the current Bank of England Monetary Policy Committee set base rate or are slightly below. The cash balances invested in these counterparties fluctuate daily between £0.5m and £20m, the above table shows the balances at the outturn position.

The Council finished the year with seven investments in Pooled funds. These are intended for long-term investing to generate a higher interest return than the Council MMFs. The principal invested in Pooled Funds is more at risk than with MMFs as they are subject to gains/loss on fair value (change in sale price).

The Council has only invested in counterparties approved by its treasury advisors with thorough credit rating checks. All the Council's Pooled Fund investments are income funds, not accumulating funds.

The Council currently has five outstanding loans with Housing Associations (loans issued to support the provision of affordable housing in the district). These loans are agreed at the PWLB central government borrowing rate to ensure the Council is not funding private businesses at a cost to the authority.

To support the above investment portfolio, the below table summarises the interest earned on the average amounts of the Council's investments during the last two fiscal years. The purpose of this table is to give members an idea of the rate of return on the Council's portfolio for each type of investment.

INVESTMENT INTEREST (£m)	31 March 2025			31 March 2026		
	Average Amount Invested	Interest Earnt (£m)	Average interest rate	Average Amount Invested	Interest Earnt (£m)	Average interest rate
Money Market Funds	5.722	0.262	4.58%	14.328	0.584	4.08%
Total managed in house	5.722	0.262	4.58%	14.328	0.584	4.08%
Strategic Bond Funds	5.000	0.196	3.93%	5.000	0.217	4.35%
Equity Income Funds	4.000	0.222	5.54%	4.000	0.239	5.96%
Property Funds	5.000	0.317	6.34%	5.000	0.285	5.69%
Multi-Asset Income Funds	6.000	0.303	5.04%	6.000	0.294	4.90%
Total managed externally (Pooled Funds)	20.000	1.038	5.19%	20.000	1.035	5.18%
TOTAL TREASURY INVESTMENTS	25.722	1.300	5.05%	34.328	1.619	4.72%

Non-Treasury Investments (£m)	31 March 2025			31 March 2026		
	Actual Amount Invested	Interest Earnt (£m)	Loan interest rate	Actual Amount Invested	Interest Earnt (£m)	Loan interest rate (Fixed)
LN0001 - Broadland Housing Association	1.615	0.069	3.80%	1.346	0.059	3.80%
LN0002 - Homes for Wells	0.133	0.005	3.00%	0.110	0.007	3.00%
LN0003 – Homes for Wells	0.041	0.002	5.50%	0.039	0.002	5.50%
LN0004 – Homes for Wells	0.064	0.004	5.50%	0.061	0.004	5.50%
LN0005 – Homes for Wells			New 25/26	0.200	0.000	6.08%
Total Loans	1.853	0.080	3.95%	1.756	0.072	4.07%

The Council currently only issues loans to Housing Providers as part of the Corporate Plan objective to provide affordable housing in North Norfolk. No other forms of loans have been issued. Consequently, the aim of these loans is not to provide a financial return to the Council. The interest rate of these loans is agreed at the central government PWLB rate. This is to ensure that the Council is not potentially borrowing money in the future to fund private businesses or paying borrowing interest on to fund.

The non-treasury investments (housing loans) are amortised loans where an element of principal and interest is repaid at agreed instalment dates. This allows the lender to repay the loan over time, lowering interest costs towards the end of the loan duration (the interest is calculated based on the most recent ending balance of the loan at each repayment interval). This approach allows for clearer financial reporting and risk management for both the borrower and the Council.

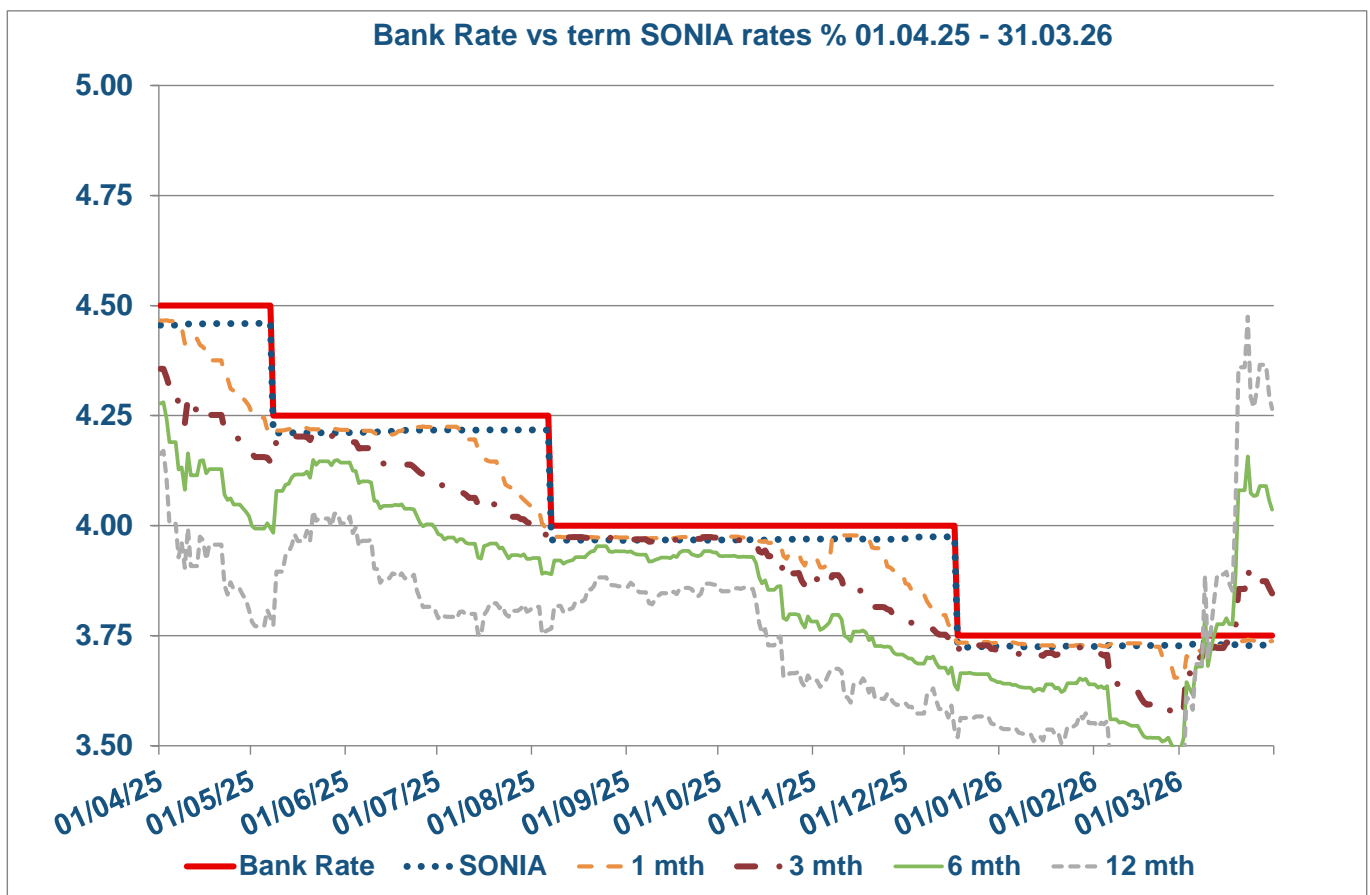
4. The Strategy for 2025/26

The Treasury strategy for managing the Council’s interest rate risk was to continue its PWLB loan of £5m (long-term borrowing) to reduce the authorities need to take out continuous short-term borrowing. This in turn reduced the interest rate risk to the authority. If the cashflow requirement identified an additional borrowing need beyond the £5m loan, it was policy to only take out short-term borrowing for the shortest possible duration to minimise any unplanned additional borrowing interest costs to the authority.

This process has been followed throughout the year and has led to a greater ability to forecast year end borrowing costs, which has in turn allowed the Authority to accurately forecast the required year-end funding required to meet external borrowing costs throughout the financial year

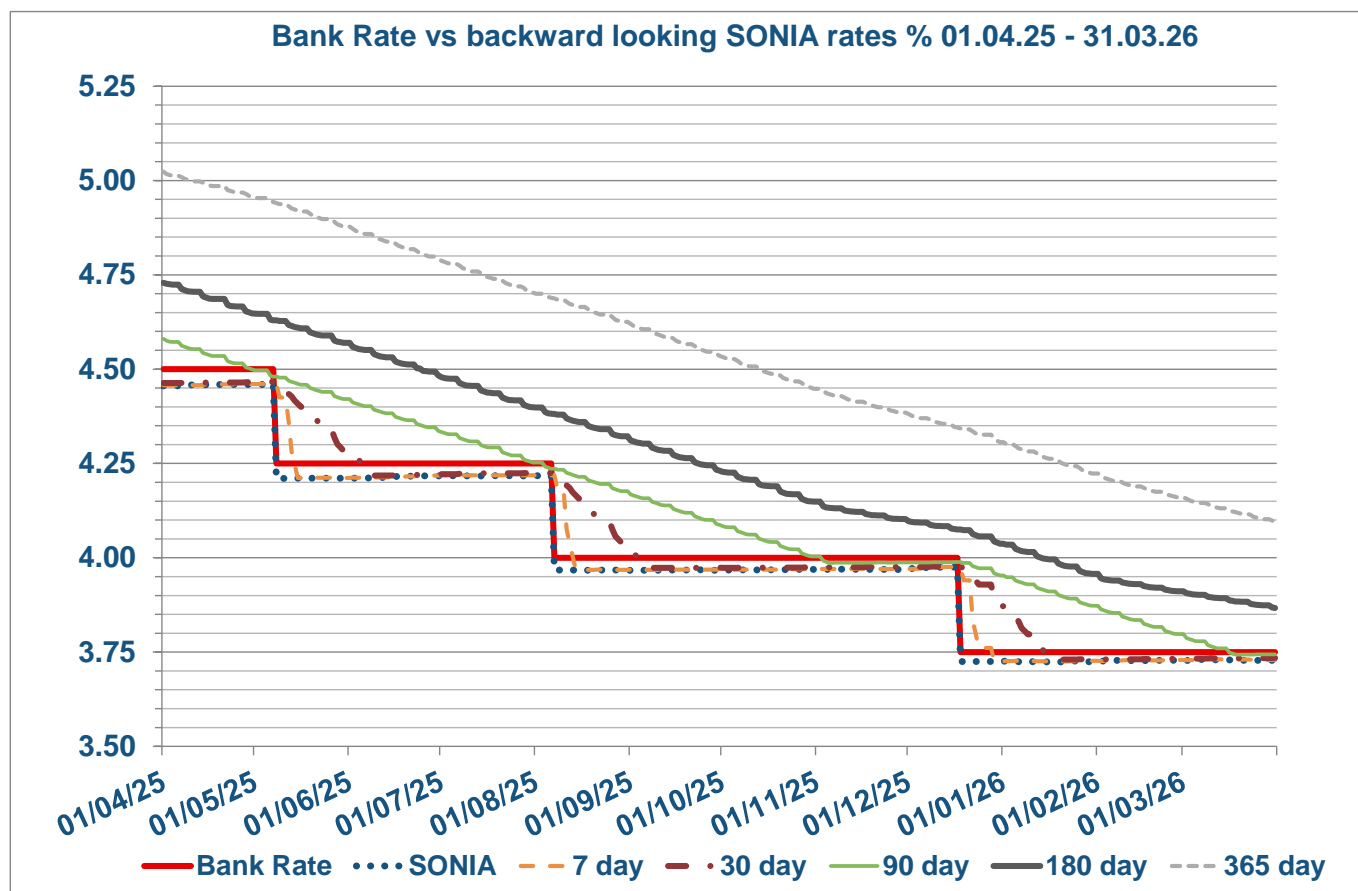
4.1 Investment strategy and control of interest rate risk

Investment Benchmarking Data – Sterling Overnight Index Averages (Term) 2025/26



FINANCIAL YEAR TO QUARTER ENDED 31/03/2026						
	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.50	4.46	4.47	4.36	4.28	4.47
High Date	01/04/2025	07/05/2025	03/04/2025	02/04/2025	02/04/2025	23/03/2026
Low	3.75	3.72	3.65	3.57	3.49	3.40
Low Date	18/12/2025	22/12/2025	27/02/2026	27/02/2026	27/02/2026	27/02/2026
Average	4.04	4.01	3.98	3.94	3.87	3.77
Spread	0.75	0.74	0.81	0.79	0.79	1.08

Investment Benchmarking Data – Sterling Overnight Index Averages (Backward-looking) 2025/26



FINANCIAL YEAR TO QUARTER ENDED 31/03/2026							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	4.50	4.46	4.46	4.47	4.58	4.73	5.02
High Date	01/04/2025	07/05/2025	28/04/2025	06/05/2025	01/04/2025	01/04/2025	01/04/2025
Low	3.75	3.72	3.73	3.73	3.74	3.87	4.09
Low Date	18/12/2025	22/12/2025	22/01/2026	21/01/2026	18/03/2026	31/03/2026	31/03/2026
Average	4.04	4.01	4.02	4.05	4.13	4.26	4.55
Spread	0.75	0.74	0.74	0.74	0.84	0.86	0.93

4.2 Borrowing strategy and control of interest rate risk

During 2025/26, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Authority’s reserves, balances and cash flow was used as an interim measure. This strategy was prudent as near-term investment rates have been lower than medium to long-term borrowing costs. The latter are expected to fall a little through 2026 and 2027 in the light of economic growth concerns and the eventual dampening of inflation. The Authority has sought to minimise the taking on of long-term borrowing at elevated levels (>5%) and has focused on a policy of internal and temporary borrowing, supplemented by short-dated borrowing (<5 years on a maturity loan structure/ <10 year on an equal instalments of principal (EIP) loan structure) as appropriate.

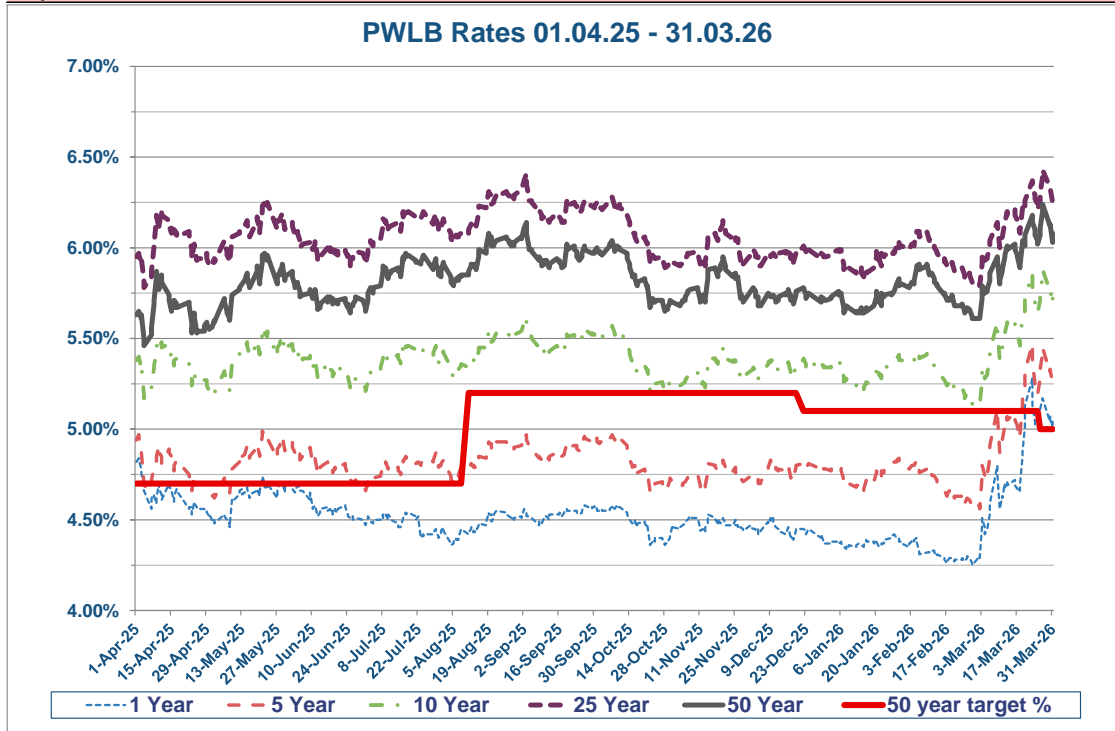
Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Treasury therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks:

- If it had been felt that there was a significant risk of a sharp FALL in long and short-term rates (for instance, due to a marked increase of risks around a relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- If it had been felt that there was a significant risk of a much sharper RISE in long and short-term rates than initially expected, arising from the stickiness of inflation in the major developed economies, then the portfolio position would have been re-appraised. Fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

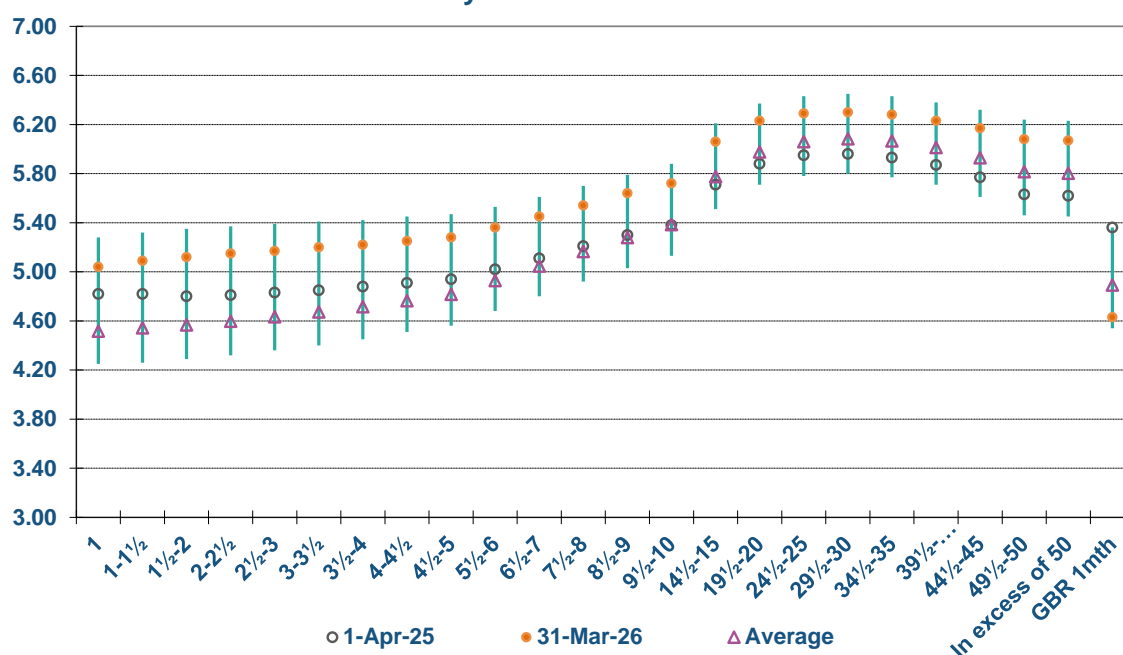
Interest rate forecasts initially suggested gradual reductions in short, medium and longer-term fixed borrowing rates during 2025/26. Bank Rate did reduce to 3.75% as anticipated, but the initial expectation of significant rate reductions across the whole curve did not transpire, primarily because inflation concerns were very elevated in March 2026. At the start of April 2026, the market expected Bank Rate to increase over the coming months to 4% or 4.25%, from 3.75%, whilst all parts of the curve have also risen substantially through March. A significant fall in inflation will be required to underpin any material movement lower in the longer part of the curve.

Forecasts at the time of approval of the treasury management strategy report for 2025/26 were as follows:

MUG Corporate Markets Interest Rate View 25.03.26												
	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	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	3.90	3.80	3.80	3.70	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.20	4.10	4.00	3.90	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.60	4.50	4.40	4.20	4.20	4.00	4.00	3.80	3.80	3.80	3.80	3.80
5 yr PWLB	5.00	5.00	4.90	4.80	4.60	4.40	4.20	4.20	4.10	4.10	4.10	4.10
10 yr PWLB	5.50	5.50	5.40	5.30	5.10	4.90	4.70	4.70	4.60	4.60	4.60	4.60
25 yr PWLB	6.00	6.00	5.90	5.80	5.60	5.40	5.20	5.20	5.20	5.20	5.10	5.10
50 yr PWLB	5.80	5.80	5.70	5.50	5.40	5.20	5.00	5.00	5.00	5.00	4.90	4.90



PWLB Certainty Rate Variations 01.04.25 to 31.03.26



HIGH/LOW/AVERAGE PWLB RATES FOR 2025/26

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.25%	4.56%	5.13%	5.78%	5.46%
Date	27/02/2026	27/02/2026	02/03/2026	04/04/2025	04/04/2025
High	5.28%	5.47%	5.88%	6.43%	6.24%
Date	23/03/2026	23/03/2026	27/03/2026	27/03/2026	27/03/2026
Average	4.52%	4.82%	5.38%	6.06%	5.81%
Spread	1.03%	0.91%	0.75%	0.65%	0.78%

PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations, and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years.

However, since early 2022, yields have risen dramatically in all the major developed economies, first as economies opened post-Covid, then because of the inflationary impact of the war in Ukraine in respect of the supply side of many goods. Rising cost pressures emanating from shortages of energy and some food categories have been central to inflation rising rapidly. More recently, the Middle East conflict is likely to see inflation spike higher from late spring 2026 through to early 2027.

Gilt yields have been volatile through 2025/26. The low point for long-term rates of 25 and 50 years' duration was reached early in April 2025 whilst the low points for short and medium dated rates were reached in early 2026, prior to the outbreak of the Middle East conflict.

At the close of 31 March 2026, the 1-year PWLB Certainty rate was 5.04% whilst the 5-, 10-, 25-and 50-year rates were 5.28%, 5.72%, 6.29% and 6.08% respectively.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows:

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)*
- **Local Infrastructure Rate** is gilt plus 60 basis points (G+60bps)
- **HRA Borrowing rate** is gilt plus 40 basis points (G+40bps)
*NNDC borrows at the PWLB Certainty Rate.

As a general rule, short-dated gilt yields will reflect expected movements in Bank Rate, whilst medium to long-dated yields are driven primarily by the inflation outlook.

5. Borrowing Outturn

Treasury Borrowing - The following is a record of all borrowing undertaken by the authority in 2025/26 with the interest payable being a revenue expense to the Council.

Lender	Principal £m	Interest Rate Type	Interest Rate %	Borrowing Duration	Interest payable in 2025/26 (£)
Public Works Loans Board	5.000	Fixed	5.39	28	23,622
Public Works Loans Board	5.000	Fixed	4.59	335	210,637
Causeway Coast and Glen Borough Council	2.000	Fixed	6.35	14	4,871
Total					239,130

Borrowing in advance of need

The Authority has not borrowed more than, or in advance of its needs, purely to profit from the investment of the extra sums borrowed.

Rescheduling

No debt rescheduling was done during the year as the approximate 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

Early Repayments

The Council did not make early repayment of any agreed loans during 2025/26.

6. Investment Outturn

Investment Policy – the Authority’s investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Authority. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc).

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties.

Investments held by the Authority

- The Authority maintained an average balance of £36,059 of internally managed funds.
- The internally managed funds earned an average rate of return of 4.69%
- The comparable performance indicator is the average overnight SONIA rate, which was 4.01%.
- This compares with a budget assumption of £29.463m investment balances earning an average rate of 3.00%.
- Total investment income was £1.690m compared to a budget of £1.418m.

7. The Economy and Interest Rates

UK Economy

As with 2024/25, UK inflation has proved somewhat stubborn throughout 2025/26. Having started the financial year at 3.5% y/y (April), the CPI measure of inflation peaked at 3.8% from July to September, before dipping to 3% in January and February. Core inflation picked up to 3.2% in February, from 3.1%, and the recent upward pressure on energy costs could see CPI inflation breach 4.5% later this year.

Against this backdrop, the continued lack of progress in ending the Russian invasion of Ukraine, and the potentially negative implications for global growth as a consequence of the implementation of US tariff policies, Bank Rate reductions look limited for the remainder of 2026 (as they do in the euro-zone). Bank Rate currently stands at 3.75%.

Moreover, borrowing has become more expensive in 2025/26. Gilt yields have risen materially in March 2026, more than reversing the falls earlier in the financial year. Additionally, the public finances have remained under pressure. The higher-than-expected public net sector borrowing of £14.3bn in February was £2.2bn above last February's outturn. But that borrowing overshoot was mainly due to timing effects relating to the £13.0bn government debt interest payment. That came in as the highest payment since June 2025, causing a 12.3% y/y jump in spending. On the flip side, sitting at £8.1bn, tax revenues were also higher than last February, largely on the back of solid growth in self-employment incomes in 2024/25, boosting self-assessment income tax receipts and stronger capital gains tax receipts.

However, the combination of some energy price support and pressures from higher inflation amid the ongoing energy price shock, higher interest rates and a weaker economy will ultimately put borrowing on an upward trend. With the rise in energy prices possibly pushing the Retail Prices Index inflation up to a peak of 5.7%, debt interest repayments will increase by about £10bn. A weaker growth profile, higher inflation, higher interest rates and gilt yields could erode about £11bn of the Chancellor's £23.6bn headroom.

The loosening in the labour market continues to bear down on wage growth. The 3myy growth rate of average earnings including bonuses slowed from 4.2% in December to 3.9% in January. Meanwhile, excluding bonuses, private earnings growth continued to fall from 3.4% to 3.3%.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies driven largely by the US administration.

	UK	Eurozone	US
Bank Rate	3.75%	2.0%	3.5%-3.75%
GDP	0.1%q/q Q4 (1.0%/y/y)	+0.2%q/q Q4 (1.2%/y/y)	0.7% Q4 Annualised
Inflation	3.0%/y/y (Feb)	1.9%/y/y (Feb)	2.4%/y/y (Feb)
Unemployment Rate	5.2% (Jan)	6.2% (Jan)	4.4% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 3.75% by a vote of 9-0, but suggesting rates may need to rise if inflation picks up markedly. The vote could best be described as moderately hawkish. The MPC stated it "stands ready to act as necessary" and "is alert to the increased risk of domestic inflationary pressures through second-round effects in wage and price-setting". Even so, we suspect the committee is likely to put equal weight on higher inflation and weaker growth, particularly the poor macroeconomic backdrop prior to the energy shock, keeping interest rates at 3.75% this year.

10-year Gilt yields have been exceptionally volatile in the final weeks of 2025/26, troughing at around 4.23% in late February before shooting up to 5.00% (and well through that on an intraday basis). That spike was driven by the outbreak of war in the Middle East, which prompted a dramatic reassessment of investors' Bank of England policy rate expectations. Having been pricing in rate cuts in late-February, as many as four rate hikes were discounted by late-March. The 10-year yield ended the quarter at 4.92% with around 65bp of rate hikes priced in over the coming

year. In addition to more hawkish monetary policy expectations, part of this increase in yields probably reflected an increase in term premia amid concerns that the government may react by loosening the fiscal purse strings.

As for equity markets, the FTSE 100 experienced another volatile quarter, surging to an all-time high of around 10,900 in late February, leaving it up 10% from the start of 2026, before giving back most of those gains in March after the outbreak of the Middle East conflict. That pullback leaves the index at around 10,176 at the end of the quarter. For context it was at 8,582 at the start of April. The £ has stayed relatively resilient also at \$1.33, strengthening from \$1.29 back in April.

US Economy

Despite a weak finish to 2025, the US economy has generally been the strongest among the developed economies, but with uncertainties growing surrounding President Trump's central economic tenet of being able to apply tariffs on an ad-hoc basis, and bend the FOMC Fed Funds rate decision-making to his will, there is something of a stalemate in place at present over when, and if, rates will be cut further in 2026.

Inflation is currently stuck at around 2.5%, unemployment is only a little above 4%, and tax refunds are in the process of being facilitated for many households. But will those refunds be – at least partially – offset by higher gasoline prices?

The S&P500 started April 2025 at 5,633 and finished March 2026 at 6,528 having peaked at just over 7,000. The 10-year Treasury yield finished March at 4.30% having been 4.17% back at the start of April, and during the year has been both above 4.50% and below 4.00%.

Eurozone Economy

The Eurozone economy has run in parallel with that of the UK. A slightly stronger finish to 2025 (GDP of 0.2% q/q) than that of the UK cannot hide the fact that the economy has been negatively impacted by German economic stagnation until late in 2025. France has also struggled against a difficult political backdrop but managed to post GDP growth of 0.3% for October to December.

With Eurozone headline inflation close to 2%, the ECB has been able to reduce its Deposit Rate to 2%. Whether it rises from that low point will very much be driven by how energy prices trend over the coming months. The Euro has appreciated against the dollar from 1.08 at the start of April 2025 to 1.16 at the end of March.

8. Other Issues

A. IFRS 9 fair value of investments

Following the consultation undertaken by the Ministry of Housing, Communities and Local Government (MHCLG) on IFRS 9, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2029, except for any new pooled investments from 1st April 2024. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override for the Government to keep the override under review and to maintain a form of transparency.

This is beneficial to the authority. Previously the long-term Pooled Fund investments had a significant fair value gain, however during the COVID pandemic the values of all shares globally fell sharply in value during the tough economic times. Although share prices have slowly recovered since, as at the end of 2025/26, the Council's long-term investments have an overall fair value gain of £0.458m against an initial total value of £20m (£20.458m). If the IFRS9 statutory override had not been extended to 2029, the authority would have been required to set aside a treasury reserve to the value of any fair value loss.

B. Changes in risk appetite

The Treasury Strategy has not changed risk appetite during the year 2025/26. The focus of the Treasury Strategy is to safeguard taxpayers' money by investing in low-risk counterparties and maintaining a diverse portfolio, and then secondly to generate a return on investments. All borrowing is undertaken at the lowest rates available.

C. Counterparty limits

The counterparty limits have not changed during 2025/26 as set out in the Treasury Strategy 2025/26.

D. IFRS 16

From 1st April 2024, a new International Financial Report Standard, IFRS 16, came into effect for Local Authorities. IFRS 16 introduces a new 'Right of Use' asset class to the balance sheet from 2024/25 and onward and recognises the corresponding lease liability. The standard was primarily intended to bring transparency to leases in the financial statements of companies, by reducing the number of off-balance sheet leases, to enable informed comparisons within business sectors.

The impact from the 1st of April 2024, has meant any current or new operational leases, not exempt due to certain conditions, will now be recognised on the balance sheet as a 'Right of Use' asset with a corresponding lease liability. This has financial implications for the Council's Treasury Management Strategy, its Capital Programme, and its Financial Statements.

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LEGAL SERVICES SEALING AUTHORITY

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

COMMITTEE AUTHORITY OR EXERCISE OF DELEGATED POWER

Officer or Committee making decision	Steve Blatch, Chief Executive
Decision taken and date (including minute reference, if applicable)	<p>Signing of letter to Government of “in principle” support for a proposed major investment at the Scottow Enterprise Park site (the details of which at the present time are confidential and commercially sensitive)</p> <p style="text-align: center;">22nd April 2026</p>
Reasons for Decision (attach minute, if committee decision)	<p>Urgency – under Chapter 6, Section 5, paragraph 5.1 of the Constitution – Full Delegation to Chief Officers</p> <p>Consultation with Cllr T Adams, Leader of the Council and Cllr S Penfold, local member for the Worstead ward – 21st April 2026</p> <p>The Council’s “in-principle” support as given in the letter is not binding on the authority and is without prejudice to any formal development proposals which might come forward for the investment and require appraisal and determination by the council in its capacity as local planning authority or as a consultee should any planning application be subject of call-in or Ministerial decision processes.</p>
Other options considered and reasons for rejection (attach minute if committee decision)	Not agreeing to sign the “in-principle” letter to Government which could see potentially significant investment in the Scottow Enterprise Park site be lost to another location.
Declarations of interest and any dispensations granted in respect of interests	None
DATE:	22 nd April 2026
Signature:	

Legal Service Use Only	
Scanned	
Sealing ref	

HR Advisor LGR	
Executive Summary	<p>This report seeks approval to increase the current HR Advisor establishment by seven hours per week, enabling recruitment to a full-time, permanent HR Advisor post and ensuring sufficient capacity to support the organisation with ongoing demands.</p> <p>Key performance indicators show an increase in total sickness absence from 2,195 days (2024/25) to 2,409 days (2025/26), with long-term sickness rising from 738 days to 1,267 days, alongside sustained turnover (31 leavers in 2024/25; 34 in 2025/26).</p> <p>Additional HR resource will help maintain consistent advice across all services, support managers through complex long-term absence cases, and strengthen recruitment and case management ahead of upcoming legislative change.</p>
Options considered	<ol style="list-style-type: none"> 1. Increase the headcount of the department by 7 hours to allow consistency in levels of advice and support across all service areas 2. To maintain the headcount of the department
Consultation(s)	No consultation has taken place.
Recommendations	For to approve Option 1 – increase to the establishment by 7 hours per week to allow for recruitment to a full-time permanent HR Advisor post
Reasons for recommendations	To allow the team to provide timely, efficient and professional HR Advice to all service areas
Background papers	N/A

Wards affected	List any affected wards
Cabinet member(s)	Include all relevant portfolio holder(s) here Cllr Tim Adams
Contact Officer	Susan Sidell, HR Manager

Links to key documents:	
Corporate Plan:	A strong, responsible and accountable council
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	N/A

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

The report seeks to outline a proposal to request an additional seven hours per week to allow for recruitment to a full-time permanent HR Advisor post.

2. Introduction & Background

2.1. The HR Team currently consists of three HR Advisors (2.8 FTE) to provide advice, support and guidance to the Organisation on all people related matters.

2.2. With the increase in activity in relation to LGR and an increase in business-as-usual work, specifically an increase in sickness absence and recruitment activity this is putting additional pressure on the business-as-usual activity within the team.

3. Proposals and Options

3.1. Maintaining the current headcount of the HR Team is an option however with the increase in business-as-usual work specifically in sickness absence classed as long term which requires a great input of HR support.

3.2. In the financial year 2024/25 sickness absence in NNDC totalled 2195 days with 738 of these being attributed to long term sickness defined as sickness lasting for 28 days or longer. In 2025/26 sickness absence in NNDC totalled 2409 with 1267 of these being attributed to long term sickness. This is an increase of 529 days of long-term sickness absence.

3.3. HR Advisors are currently involved in all sickness cases from the 28 day point to provide advice and guidance to line managers and support to those not able to attend work. This requires attendance at a number of meetings, Occupational Health referrals, meeting notes and outcome letters, in addition to advice to managers on the process and pre-meets as required. All of which have a significant impact on the ability of the team to provide advice and support in relation to other people related matters.

3.4. In the period 2024/25 31 officers left NNDC employment, in the period 2025/26 34 officers left NNDC employment. Recruitment is a significant part of the HR Advisor role and with the upcoming changes through the Employment Rights Act 2025 including the changes to unfair dismissal rights the importance of right first-time recruitment becomes more of a concern.

3.5. Employee Relations cases both formal and informal place a significant pressure on the team. With the current structure of one post being filled on a part time basis having an impact on the time taken to complete investigations

and further processes, impacting on not only the HR team but the subject of the investigation and any complainant.

- 3.6. The recruitment to three full time posts would allow the distribution of resource heavy case work to be split more evenly across the team providing greater resilience and support to the wider workforce.

4. Corporate Priorities

- 4.1. To allow the HR Team to support the service areas in successful recruitment, onboarding and retention of officers, particularly in key roles to ensure successful achievement of Corporate Priorities.
- 4.2. To ensure timely investigation and management of grievance, disciplinary and capability casework.

5. Financial and Resource Implications

- 5.1. The cost of an additional 7 hours at the top of a grade 7 will be as below, please note this is in line with the current pay scales (2025/26) and is inclusive of oncosts. Please note the post is currently included in the establishment as a 30 hour per week post and the below costs are for an increase to 37 hours per week only.

01.07 – 31.12.2026 £5,632.72

01.01 – 31.12.2027 £11,265.43

01.01 – 31.03.2028 £2,816.36

Total £19,714.51

- 5.2. Following discussions with the appropriate member of the finance team and the Director of Resources and Section 151 Officer, it is understood there is a possibility of funding this from the Organisational Development Reserve.

Comments from the S151 Officer:

Increased demand from changes in legislation and the new requirement for more proactive support is driving establishment growth. Additionally increasing capacity and resilience in the team will reduce the overall risk to service delivery.

Budget growth will be partially offset by in year savings from the current vacancy and the balance funded from reserves.

6. Legal Implications

- 6.1. There are no additional legal implications in the recruitment of this post.
- 6.2. This is an establishment post at 30 hours per week, with an existing job description.

Comments from the Monitoring Officer

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

This report seeks to increase the establishment of the HR department by 7 hours (thereby making all HR advisers full-time) to address current and anticipated capacity pressures, to deal with increase in sickness, recruitment, and upcoming legislative changes.

The proposal is that this increase be funded (either fully or in part) by use of the Organisational Development Reserve.

7. Risks

7.1. N/A

8. Net ZeroTarget

8.1. N/A

9. Equality, Diversity & Inclusion

9.1. It is proposed this post will be advertised and recruited to in accordance with NNDC's recruitment guidelines and current employment law.

10. Community Safety issues

10.1. N/A

Conclusion and Recommendations

To approve the request to increase the establishment and budget by 7 hours per week to 37 hours for the post 2394 HR Advisor.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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