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Council

NORTH NORFOLK DISTRICT COUNCIL

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14 July 2026

A meeting of the **Council** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Wednesday, 22 July 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 and Cllr T Wragg

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

IN TRAN communication for all

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

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A G E N D A

1. APOLOGIES FOR ABSENCE

To receive apologies for absence, if any.

2. MINUTES 1 - 10

To confirm the minutes of the meeting of the Council held on 17 June 2026.

3. TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS 11 - 16

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest (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. COMMITTEE SEAT ALLOCATIONS 17 - 24

Executive Summary	Following Cabinet's recent decisions to replace the Planning Policy & Built Heritage Working Party with a Local Plan & Conservation Task Group and the establishment of the new Councillor Community Grants Fund Panel, it is now necessary to review the Committee seat allocations. When there is a change to the size of a committee (or working party or panel) or a new one is established, the Council is required to review the allocation of seats on committees, sub committees and working parties to ensure that they reflect the political balance of the Council, in accordance with Section 15 of the

	Local Government and Housing Act 1989 and regulations made thereunder.
Options considered	This is a statutory report and Full Council is required to approve any change to the political balance and the allocation of seats on committees. Alternative options are therefore not presented. Group Leaders could agree to consider alternative seat allocations but any such proposals must be approved by Full Council.
Consultation(s)	Portfolio Holder for Planning Political Group Leaders
Recommendations	1. 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 2. That delegation is given to the Group Leaders to make any appointments to committees, sub-committees, working parties & panels.

Wards affected	All
Contact Officer	Emma Denny, Democratic Services & Governance Manager, emma.denny@north-norfolk.gov.uk,

9. APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES & PANELS

To receive nominations from the Group Leaders for appointments to Committees, sub-committees, working parties and panels, including the Local Plan & Conservation Task Group.

10. PORTFOLIO REPORTS 25 - 98

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 *<u>not</u>* *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)

11. RECOMMENDATIONS FROM CABINET 6TH JULY 2026 99 - 206

The following recommendations were made by Cabinet to Full Council at the meeting held on 6th July 2026:

1. Cabinet Agenda item 8: <u>2025/2026 Outturn Report</u>

Recommendations	**That Full Council approves:** a) The provisional outturn position for the General Fund revenue account for 2025/26 (as shown in Appendix A); b) The transfers to and from reserves as detailed within the report (and Appendix C); c) The surplus of £0.354m proposed to be transferred to the General Reserve d) The balance on the General Reserve of £4.266m. (Please note does not currently include the above surplus of £0.354m) e) The financing of the 2025/26 capital programme as detailed within the report and at Appendix D. f) The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E; g) Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7. h) Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10. i) To note the addition of £26,834 towards Property Services Electric Vehicles, to be funded by the Asset Management Reserve over a four-year lease period. This budget has been approved by the Deputy s151 Officer under constitutional powers. j) To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from capital s106 Contributions in 2026/27. k) To approve the addition of £0.100m to the Community Housing Fund (Grants to Housing Providers) project, to be funded by Capital

	Receipts following a repaid grant in 2025/26. l) To approve the updated Cromer Coast Protection Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been awarded to the Mundesley Coastal Defences project only. This leaves the 2025/26 budget as £1,037,656. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions. m) To approve the updated Mundesley Coastal Management Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been award to the Mundesley Coastal Management Scheme project only. This leaves the 2025/26 budget as £998,217. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.

2. Cabinet Agenda item 9: Debt Recovery 2025-2026

Recommendation	**That Full Council** 1. approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection. 2. approves the continued delegated authority as shown in appendix 2 for write offs.

3. Cabinet Agenda item 11: Coastal Adaptation Pilot – Extending Delivery of Coastwise

Recommendation	**That Full Council** Approves the allocation of up to £500,000 as match funding for the programme to be sourced from reserves if Local Levy (from the Regional Flood and Coastal Committee, RFCC) or other grant sources is not forthcoming**.**

4. Cabinet Agenda Item 13: Local Plan Review Governance Arrangements

Recommendations	That Full Council: 1) Approves changes to the overall Committee seat allocations, ensuring that political balance rules are reflected. 2) Approves any consequential changes to the Constitution arising from the establishment of the new Local Plan & Conservation Task Group 3) Receives nominations from the Group Leaders to appoint Members and substitutes to the Task Group (in line with recommendation 3 above).

Please note that the Overview & Scrutiny Committee considered items 1 & 2 above at the meeting on 15th July. The Chair of the Committee will provide an update on the outcome of the Committee's discussion on these items at the Council meeting.

12. RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 15TH JULY 2026 207 - 234

The Overview & Scrutiny Committee considered the following item at the meeting on 15th July:

Overview & Scrutiny Committee Agenda item 12: Housing Benefit Debt Recovery Report – 1st April 2025 to 31st March 2026

Recommendation	That Full Council: Approves the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.

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

13. RECOMMENDATIONS FROM LICENSING COMMITTEE (REGULATORY) 8TH JULY 2026 235 - 296

The Licensing Committee (Regulatory) made the following recommendations to Full Council at the meeting held on 8th July:

Licensing Committee Agenda Item 6: Statement of Licensing Policy 2026 - 2031

Recommendations	That Full Council: Adopts the revised Statement of Licensing Policy 2026–2031 to Full Council for adoption; and delegates authority to the Assistant Director of Environment and Leisure, in consultation with the Portfolio Holder and Chair of the Licensing Committee, to make any final minor amendments required for accuracy, formatting, accessibility or legal consistency before publication.

14. RECOMMENDATIONS FROM THE CONSTITUTION WORKING PARTY 30TH JUNE 2026 297 - 320

At the meeting held on 30th June, the Constitution Working Party made the following recommendations to Full Council:

Constitution Working Party Agenda item 5: Amendments to the Constitution – preparing for the introduction of the National Scheme of delegation for planning applications

Recommendations:

1. That Full Council approves the proposed amendments to the Constitution as required by changes prescribed pursuant to the Government's proposed Town and Country Planning (Discharge of LPA Functions) (England) Regulations 2026 once enacted.

The Working Party also **RESOLVED**:

2. To put on record the Working Party's strong reluctance to support the required changes to the Constitution, with Members noting that failing to accept them would leave the Council open to judicial review.

Please note that the above changes will not come into effect until 31st October 2026.

Constitution Working Party Agenda Item 6: Updates to the Constitution

Recommendation:

That Full Council approves the following changes to Chapter 2, part 2, section 18.1 (additional proposed sections in italics)

Amendments to motions

18.11. An amendment to a motion must be relevant to the motion and may be in either or both of the following forms:

(a) To refer the matter to an appropriate body or individual for consideration or reconsideration; or
(b) To leave out words and/or add and/or insert words as long as the effect of so doing is not to negate the motion.

18.12. Any amendment must be in writing and submitted to the Proper Officer by no later than noon on the day of the meeting, except:
(a) with the consent of the Chair, including amendments proposed during the meeting,
(b) amendments to motions which have been moved without notice, or
(c) amendments to recommendations arising from Officers' reports.

18.13. Amendments shall be taken in the order in which they have been moved (unless the Chair determines otherwise for the efficient running of business). Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.

18.14 If an amendment is moved, the Chair will ask the proposer of the original motion if they are willing to alter their motion in accordance with the amendment. If they accept, the amendment becomes the substantive motion and is debated. If the proposer of the original motion is unwilling to alter their motion, the Chair will ask if there is a seconder for the amendment. If there is a seconder, the amendment will then be debated and voted upon.

18.15 If an amendment is not carried, other amendments to the original motion may be moved.

18.16 If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.

18.17. After an amendment has been carried, the Chair will read out the amended motion before accepting any further amendments, or if there are none, putting it to the vote.

18.18 *Members are encouraged to discuss their proposed amendment with the mover and seconder of the motion prior to the meeting to determine if any agreement can be reached.*

15. ELECTORAL SERVICES - INCREASE TO ESTABLISHMENT 321 - 326

Executive Summary	Due to increasing workload arising from unplanned national and local by-elections, the requirements of the Elections Act, preparations for Local Government Reorganisation ("LGR"), additional support provided to parish councils, enhanced annual canvass activity and anticipated electoral reforms, the Electoral Services team is seeking an increase in its staffing budget to increase the Electoral Services Officer role from 30 to 37 hours per week. These pressures are ongoing and are expected to continue over the medium term.

	The increase is intended to provide sufficient baseline capacity and resilience within a statutory service to ensure the Council can continue to discharge its electoral registration and election administration functions effectively. The additional annual cost is estimated at £4,293.
Options considered	**Option 1**: Continue with the current 30-hour arrangement. This would maintain the current establishment but would leave the service with limited capacity to respond to increasing statutory and operational demands, reducing resilience and increasing the risk of service pressures impacting delivery. **Option 2 (Recommended)**: Approve an increase in the Electoral Services staffing budget to increase the Electoral Services Officer role from 30 to 37 hours per week. This would strengthen capacity within the team, improve resilience and support the delivery of existing statutory responsibilities and emerging workstreams arising from electoral reform and LGR
Consultation(s)	CLT
Recommendations	It is recommended that Full Council: **Approve an increase of 7 hours in the Electoral Services staffing establishment budget and the associated growth of £4,293 per annum.**
Reasons for recommendations	The Electoral Services team delivers a statutory function. An increase in operational demand has arisen from electoral legislation, postal vote administration, annual canvass requirements and preparations for Local Government Reorganisation. The current establishment no longer fully reflects the volume and complexity of work now undertaken and the proposed increase in capacity will improve resilience, support business continuity and help ensure that electoral registration and administering elections is effectively delivered.
Background papers	N/A

Wards affected	All
Cabinet member(s)	Tim Adams
Contact Officer	Rob Henry, Senior Elections Officer

16. NNDC MILEAGE RATES 327 - 330

Executive Summary	This report outlines the implications for NNDC of the Government's decision to increase the HMRC tax-free mileage allowance by 10p to 55p per mile. Current NNDC mileage rates have remained unchanged for a significant period, with casual car users receiving 52.2p per mile and essential car users and members receiving 45p per mile. The report sets out a recommendation to increase casual user rates to 55p and uplifting essential user and member rates by an equivalent 2.8p.
Options considered	1. To maintain current NNDC mileage rates 2. To increase all casual users to 55 pence per mile 3. To increase all casual users to 55 pence per miles and essential users and members by an equivalent amount (2.8p) per mile 4. To increase all casual and essential users and members to 55 pence per mils
Consultation(s)	This proposal had been discussed at CLT the Constitution Working Party
Recommendations	To approve option 3 to increase all casual users to 55 pence per mile and essential users and members by n equivalent amount (2.8p) per mile
Reasons for recommendations	To
Background papers	N/A

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

17. QUESTIONS RECEIVED FROM MEMBERS

None Received.

18. OPPOSITION BUSINESS

The following item of Opposition Business has been proposed by Cllr N Dixon, seconded by Cllr T FitzPatrick:

Relief of Local Water Cycle Stress – A Vital Part of the Hydrologic Cycle.

Water is the arguably most precious natural resource vital to all life on Earth. In simple terms Water Cycle Stress is the condition of having too much or too little fresh water so that the functioning and quality of life and the environment is put at risk, or seriously harmed in some way, as conditions become more extreme with climate change. Aside from the science driving the local Water Cycle, the most obvious indicators are the impacts of the extremes of heavy and prolonged rainfall and surface water flooding (causing foul water escapes with environmental pollution); and, prolonged periods of drought and freshwater shortages causing risk and harm to life, food production and ecosystems of the environment.

This must be a key part of the climate change agenda which this Council has embraced and promoted over recent years; yet, in common with most public bodies little is done to raise public awareness and remediate the causes of local Water Cycle stress. We must take every opportunity, within our scope of influence, to mitigate and reverse the stress rising trends. Fresh (rain) water is the most precious free natural resource we have yet we seem to value it much less than most other resources. NNDC can be a local leader and key influencer in addressing the challenges through development policies for the built and natural environments and by working with public and private sector partners and home/landowners to plan and deliver changes in practices and standards. Key partners include: the Environment Agency, NCC (LLSFA and Norfolk Strategic Flood Alliance), the Internal Drainage Boards, Anglian Water and the NFU.

This is mainly about capturing and storing water during times of prolonged/heavy rainfall or times of high river levels and flood risk conditions, to be released and used during drier times. Examples of practices and solutions are:

1. Promoting the reinstatement of field boundary ditches to stop or attenuate run field off and encourage greater infiltration to below ground storage.
2. Promoting building of reservoirs for crop growing needs particularly by expediting approvals.
3. Promoting reduced domestic potable water consumption and rainwater capture for both grey water and or garden needs by specifications in Planning policies - through water efficient systems and installation of holding tanks.
4. Promoting surface water infiltration of drives and garden surfaces and drains to prevent run off and help replenish underground supplies in Planning policies and influencing farmland management and drainage practices.
5. Encouraging property owners with surface water connections to foul water systems to redirect this water to storage tanks, soak aways or nearby water courses, as appropriate, to reduce loads

on foul water drains and Water Recycling Centres; and, reduce the risk of storm water release to rivers and coastal waters, reducing water pollution.

Local Water Cycle Stress relief must be a key part of Planning policies, and working with local partner agencies, private sector influential bodies and property owners.

This motion calls on Council to agree and take the following actions:

1. Ensure appropriate water cycle stress reduction measures are embraced in relevant Planning policies; the current review of the Local Plan creates opportunities for incorporation and by later amendments.
2. To ensure effective liaison, facilitation and collective working with appropriate public and private sector partners and property owners to reduce water cycle stress.
3. To promote and support public awareness and remediation schemes available to reduce water cycle stress and environmental pollution risks.

19. NOTICE(S) OF MOTION

None Received.

20. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution – if necessary:

"That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph(s) _ of Part 1 of Schedule 12A (as amended) to the Act."

21. PRIVATE BUSINESS

COUNCIL

Minutes of the meeting of the Council held on Wednesday, 17 June 2026 in the Council Chamber - Council Offices at 6.00 pm

Members Present:	Cllr T Adams	Cllr P Bailey
	Cllr M Batey	Cllr K Bayes
	Cllr H Blathwayt	Cllr J Boyle
	Cllr A Brown	Cllr C Cushing
	Cllr N Dixon	Cllr P Fisher
	Cllr T FitzPatrick	Cllr A Fletcher
	Cllr W Fredericks	Cllr M Gray
	Cllr M Hankins	Cllr V Holliday
	Cllr R Macdonald	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 A Varley	Cllr L Vickers
	Cllr L Withington	

Also in attendance: The Chief Executive, the S151 officer, the Monitoring Officer, the Director for People Services, the HR Manager and the Democratic Services & Governance Manager

22 APOLOGIES FOR ABSENCE

Apologies were received from Cllrs S Butikofer, A Fitch-Tillett, C Heinink, P Heinrich, N Housden, K Leith, G Mancini-Boyle, J Toye and K Toye.

23 MINUTES

The minutes of the Annual meeting of Full Council held on 20th May were agreed as a correct record.

24 TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

Cllr J Punchard declared an interest in agenda item 13, as an employee of Norfolk County Council.

Cllr T FitzPatrick declared an interest in Agenda Item 10 – Refurbishment of the Pavilion Theatre, Cromer Pier as the Chair of the Thursford Trust, which ran a Christmas show.

25 ITEMS OF URGENT BUSINESS

None received.

26 CHAIRMAN'S COMMUNICATIONS

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

- CSODS – Beauty & the Beast, Cromer Pier Pavilion, 23rd May 2026

- Mayor Making and Civic Service, Kings Lynn Minster, 7th June 2026
- Cromer Pier 125 Gala Day, 8th June 2026
- Role of the Civic Head Training Day, Brentwood Town Hall, 12th June 2026
- The Opening of the Community Classroom, Holt Country Park, 17th June 2026

He then spoke about the Chairman's Tour of the District, a new concept, which he had introduced for his civic year. He planned to visit all corners of North Norfolk, highlighting everything on offer. So far he had visited Holt and been to the Cozy Café at the Holt Community Centre and Sanders Coaches. He had been accompanied by Local Member, Cllr Rouse. He had also visited a local pottery business, Doodle Pots. The Chair had then visited Sheringham Museum and accompanied by Cllr Withington, he had visited the Hillside Animal Sanctuary.

27 LEADER'S ANNOUNCEMENTS

The Leader, Cllr Adams, began by thanking Cllr Emma Tooke, who had recently resigned. He highlighted the contribution that she had made to her ward of Suffield Park but also the wider significant impact she had achieved around issues of inclusivity, which had led to the Council investing in public toilets – particularly 'changing places' which provided fully accessible facilities.

The Leader then thanked members and officers for their contributions to the Pier 125 event. It had been a very successful day and was very well received. He also highlighted the recent opening of educational facilities at Holt Country Park and said that it continued to improve year on year. The biodiversity on the site was very impressive and the team should be commended for their hard work.

There was no significant movement in terms of Local Government Reorganisation (LGR). Officer groups had been established and were commencing work and member groups would follow soon. He expressed his frustration that there had been no progress at all on devolution and the offer for Norfolk. There had been some announcements around the visitor levy but nothing further. He said that he was concerned that devolution and LGR were no longer intertwined and that Norfolk would not be afforded the same deal as other, previous arrangements had indicated. It looked as though the 'prize' was getting smaller and smaller.

The Leader then handed over to the Deputy Leader, Cllr Shires. She said that she wanted to congratulate Officer Creasey on his recent qualification as a chartered surveyor. He had joined the Council in 2016 and had worked very hard to gain his qualification and then status as an Associate of the Royal Institution of Chartered Surveyors (RICS). She commended his hard work and the impressive achievement, which had taken 7 years.

28 PUBLIC QUESTIONS AND STATEMENTS

None received.

29 APPOINTMENTS TO COMMITTTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS

The Chair said that the Group Leaders had made following appointments to the Councillor Community Grant Fund Review Panel:

Cllr L Shires (Chair), Cllr R Macdonald, Cllr J Boyle (substitute)

Cllr K Bayes, Cllr T FitzPatrick (substitute)
Cllr J Punchard (substitute)

The Group Leaders confirmed that there were no further appointments to be made.

30 PORTFOLIO REPORTS

The Chair invited Members to ask questions:

Cllr A Fletcher asked Cllr L Withington, Portfolio Holder for Leisure, for an update on Electronic Tourist Information Points (E-TIPs). Cllr Withington replied that these were large screens that Visit North Norfolk, NNDC and Greater Anglia had been installing at stations across the district. A further set of 9 would be coming through the planning system as they needed advertisement consent. She added that they would be a great asset to the local economy as they were fully interactive and people could book tickets for attractions via the system. They would be going 'live' very soon.

Cllr N Dixon asked Cllr A Varley, Portfolio Holder for Climate Change & Net Zero, about the climate change section of his portfolio, particularly the impact of surface water flooding from prolonged heavy rainfall and the excess heat and drought from reduced summer rainfall. He asked Cllr Varley how important he felt the local water cycle was to the work of the Council and the people and environment of North Norfolk. Cllr Varley replied that NNDC took this issue very seriously and worked with external partners such as Anglian Water through the Overview & Scrutiny Committee. He said that he would provide a written response to Cllr Dixon.

Cllr C Cushing asked Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, about the reference to the potential disposal of NNDC assets. He asked for more information about the 35 mentioned in her report, and how many were in Cromer. Cllr Shires replied that where town and parish councils had approached NNDC seeking to become caretakers of assets, a discussion had been initiated and the next step was for more information to be provided regarding the capability and capacity of the interested parties to be able to look after them properly in the future. She said that she was not aware of ongoing conversations regarding assets in Cromer at the current time. Cllr Adams added that there was one ongoing discussion regarding a Cromer based asset. He said that it was important that the longevity of assets was assured before any were transferred.

Cllr W Fredericks asked Cllr Shires about the second homes work section of her report (page 66) and sought clarification regarding the implementation of measures to avoid reduce avoidance of paying the council tax premium. Cllr Shires replied that when the Council agreed to implement the second homes council tax premium, it was specifically to address the housing crisis in the district and this had been successful, with another 9 homes being purchased for the provision of temporary accommodation. The avoidance aspect was something that was managed across all collections and with second homes council tax specifically, it was a bit more technical as some homes fell into the holiday let category and some premised had been paying council tax were actually running a business from there too. If anyone approached the council and confirmed that it was not a second home and that they lived in the property, then they would be asked to provide evidence to confirm this – such as a utility bills. If it was a holiday let then they would be asked for letting information and if it was a business then officers may go out and visit them to ascertain the situation. Some people had benefited financially from the checks. If they were operating a holiday let but paying council tax, it was likely that business rates would be lower, especially with rates relief applied. She thanked the Revenues team for all their work in this area.

Cllr L Vickers asked Cllr J Boyle, Portfolio Holder for Housing & People Services, about housing related antisocial behaviour in several areas of her ward. She said that problems had arisen due to men with a history of substance abuse being placed in small housing enclaves, more suited to the elderly and disabled. This had caused a great deal of distress to the existing residents. She had met with the housing provider's safe communities lead, who acknowledged the problem and had agreed to look again at their protocols. She asked if the NNDC housing team would work with housing providers to ensure that potential tenants past history is taken into account before they were placed in accommodation where the elderly and disabled were in the majority. Cllr Boyle replied that officers worked closely with housing providers to deal with situations that arose but there was a variety of people with different housing needs and they could not feasibly all be placed in one location. They wouldn't be placed somewhere where age restrictions were in place, but if there were no age restrictions then they could be placed there. Cllr Vickers said that it was common sense not to place such people in an area where the elderly and disabled were the majority of residents and she would like to see pre-emptive action being taken. Cllr Boyle acknowledged her concerns but said it was inevitable that occasionally conflicts would arise.

Cllr C Rouse thanked the Chair for visiting Holt recently. He then asked Cllr Varley if he could provide an update on the 'Make my House Green' scheme. Cllr A Varley said that it was very successful. It was aimed at households which did not have the financial means to have green home improvements, which meant they could reduce their energy bills and escape fuel poverty. He said that the latest figures showed that 35 households had had an installation through the Warm Homes partnership, which had led to 36,222kg of carbon being saved. There had also been considerable financial savings for the households involved – with an annual estimate of £77,320. He added that the scheme had been positive for local installation firms.

Cllr R Macdonald asked Cllr H Blathwayt, Portfolio Holder for Coast, about the Japanese Knotweed problem on the coast. Cllr Blathwayt replied that treatment had been underway for some time. The first phase was now complete and the knotweed had been removed from the cliff face. Continued treatment would be going on for some time. He added that for the Overstrand part of the project, the Council had recently received a highly commended award from the Coastal Flood conference.

Cllr T FitzPatrick had a question for Cllr J Toye, Portfolio Holder for Sustainable Growth. He said that he would accept a written answer in his absence. Cllr FitzPatrick referred to the loss of the New Anglia Enterprise Partnership, in the early days of devolution in anticipation of separate Norfolk and Suffolk mayors. Looking to the future with unitary councils coming forward, the intention was that economic development would sit with the elected mayor and he was concerned that if the elected mayor model did not come to fruition, then the money that was aligned with that would not be forthcoming either. In addition, the was concerned that the duty to cooperate, particularly in the West of the district and the rural hinterland, would fall away. He sought assurance that the new unitary authority would not be disadvantaged by the changes. Cllr Adams replied in Cllr Toye's absence. He said that he shared Cllr FitzPatrick's concerns and said it was wider than just the post-LGR issue, it also related to the post-EU funding landscape and promises had been made to replace lost funding streams with the introduction of a mayoral authority and with that election now delayed, a gap in funding availability was now growing. He said that the Council sought to access external funding wherever possible and a good spread of funding across the district had been achieved. He added that the district council had achieved good cooperation with the former administration at the County Council, in terms of economic growth functions and there was regular engagement. He was not convinced that a Mayoral authority would have the same focus on rural communities. Any opportunity to influence outcomes in terms of national government but also neighbouring authorities. Cllr FitzPatrick said that his concern was that if LGR happened but there was no combined authority with an elected mayor, then what would happen to the current duty to cooperate. He wanted assurance that this would be looked at and not lost. Cllr Withington said that in terms of Visit North Norfolk, she could assure Cllr FitzPatrick that it was already working closely with businesses along the Norfolk Coast and its hinterland – beyond the district boundaries and they would continue to do so.

Cllr V Holliday asked Cllr L Shires for an update on the Councillor Community Grant Fund. Cllr Shires replied said that the Review Panel had been set up and the online application process would be live very soon.

Cllr P Bailey asked Cllr C Ringer, Portfolio Holder for Waste for an update on the disposal of electrical items at recycling centres. Cllr Ringer replied that the recycling centres were operated by Norfolk County Council but NNDC did run a collection service for small electrical items and this had been suspended due to a fire at the Thetford plant in April. A lot of work was ongoing to explore all avenues to dispose of these items but in the meantime, he asked people to hold on to these items.

Cllr M Hankins said that he had learnt recently that Openreach had paused the rollout of fibre broadband, particularly in his ward. He sought assurance that the Council would lobby to reverse this and where, necessary seek to put an alternative into place. Cllr Adams said that he would be interested to hear from members how frequently this issue was arising. Most Norfolk MPs had jointly signed a letter to the Government, raising concerns about the abandonment of the commitment to deliver full fibre broadband across the region, with the result that some roads were being missed out. In some cases, there were rural roads which were listed as having full fibre broadband but in reality they did not have it all. Cllr Adams said that if members wanted to email him with any such examples, he would collate them all and have a further discussion with the two Norfolk MPs. He added that he had recently noticed that BT Openreach had closed the email channel for local councillors to contact them and this added to his concerns around this issue.

31 RECOMMENDATIONS FROM CABINET 01 JUNE 2026

The Chair advised members that he intended to take Agenda item 10 – Recommendations from Cabinet, at the end of the meeting Agenda item 19, to allow for some of the discussion to take place in closed session.

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

In the absence of the Chair of the Governance, Risk & Audit Committee, the Vice-Chair, Cllr A Fletcher introduced this item. He said that it had been discussed by the committee and the recommendation was supported.

It was proposed by Cllr A Fletcher, seconded by Cllr W Fredericks and

RESOLVED to

Approve the Treasury Management Outturn position for 2025/2026.

33 RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 10TH JUNE

The Chair of the Overview & Scrutiny Committee, Cllr V Holliday, confirmed that there were no formal recommendations to Full Council, however, she wanted to extend an invitation from Anglian Water for any interested members to visit the Water Recycling plant.

34 SCOTTOW ENTERPRISE PARK - REPORTING OF DELEGATED DECISION

The Chief Executive advised members that this item related to a record of an exercise of delegated powers and was for noting only.

35 HR ADVISOR LOCAL GOVERNMENT REORGANISATION (LGR)

Cllr T Adams introduced this item. He said that it related to an increase in hours to a post to support increasing demand in the HR team. He added that he had been disappointed to see the narrative that had emerged around this in the press and on local media, particularly around sickness absence. He said that the Council's absence rates remained below the national average and the slight increase had been due to staff suffering from serious illnesses. There was not a lot of long-term absence due to work place stress.

Cllr Adams said that he was not sure what the Tax Payers Alliance stood for but he wanted to put on record that NNDC provided excellent services for a very small proportion of the council tax bill.

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

RESOLVED to

Approve Option 1 – to increase the establishment by 7 hours a week to allow for the recruitment to a full-time permanent HR Advisor post.

36 QUESTIONS RECEIVED FROM MEMBERS

None received.

37 OPPOSITION BUSINESS

None received.

38 NOTICE(S) OF MOTION

None received.

39 EXCLUSION OF PRESS AND PUBLIC

40 PRIVATE BUSINESS

<u>Agenda item 10: Recommendations from Cabinet 01 June 2026</u>

Cabinet agenda item 11: Refurbishment of the Pavilion Theatre, Cromer Pier.

The Chair advised members that if they wished to discuss anything related to matters within the exempt appendix to agenda item 10, they would need go into private session. He suggested that the debate commenced in open session first. He invited Cllr L Shires, Portfolio Holder for Finance, Estates and Property Services to introduce the report.

Cllr Shires began by saying it was the 125th anniversary of Cromer Pier and the proposal was to invest £2.4m into the refurbishment of the Pavilion Theatre, one of the district's most iconic assets. The theatre sat at the heart of the pier. She reminded members that the front and back of house areas of the theatre had already been refurbished but the auditorium itself had not been. The proposed project would improve energy efficiency, patron comfort and provide superior facilities to ensure its future viability under a unitary authority. It would also align the works with the planned structural work, taking advantage of a unique delivery window. Cllr Shires said that it was really important to be honest that it was not an investment that would generate direct financial return for the Council. The benefits were primarily strategic, economic and social and this was entirely appropriate for local government. It was an investment that would improve the quality of life for residents and visitors. The tourism economy was worth £547m every year and supported 9000 jobs. Visitors to the Pavilion Theatre would also eat in local restaurants, drink in cafes and pubs and stay in hotels and holiday cottages, supporting local jobs and businesses.

The project would ensure the future of the theatre and strengthen the local economy long after NNDC ceased to exist.

The Chair invited members to speak:

Cllr C Cushing said that he could not see that a compelling business case had been presented to justify the benefits to local residents from this £2.4m investment. He acknowledged that section 2 of the report contained 5 relevant headings but the detail was lacking. No figures were provided setting out how much money would be saved in each category. The use of the word 'may' implied that there was no guarantee of generating additional income. He then referred to section 5.3 and the fact that applications for grant funding had been unsuccessful so far. He asked why residents should step in to pay instead.

He went onto say that people would still come to the pier and Cromer if no work was undertaken. Cllr Cushing said that he felt the Theatre's operator, Openwide, should be contributing more and queried why Cromer Town Council was not contributing, especially given their large reserves. In conclusion, he said that £170k had already been spent on the theatre recently and a lot else could be achieved with £2.4m – such as the purchase of properties to ease the housing crisis in the district.

Cllr L Paterson said that he understood that a thriving pier was important and that it would bring money into the town but he questioned whether the taxpayer should be contributing over 90% of the funds and said he would like to see alternative funding options explored more.

Cllr L Vickers said that she was struck by the speed and decisiveness that this project was being pursued. Other parts of the district would also appreciate such a speedy approach and she said that she hoped the 'invest now while we can' mantra would extend to other areas.
Cllr V Holliday queried why the Council was borrowing to fund this project and not

using reserves. She said that some of the earmarked reserves could be reviewed and reallocated.

Cllr W Fredericks replied to Cllr Cushing's comment about a housing crisis and said that everyone acknowledged this but she queried whether an important asset like the pier would be valued and invested in by a larger unitary authority. She asked Cllr Shires to remind members about the profit share arrangement with Openwide. Cllr Shires confirmed that there was a profit share arrangement of 15% with the theatre operator.

Cllr N Dixon said that he agreed with earlier comments regarding the lack of detail and metrics of a business case. He supported the exploration of negotiating for a more favourable profit share arrangement with Openwide as well as looking into a contribution from Cromer Town Council. The Statutory Officer comments included in the report underlined the concerns that had been raised during the debate and he would not support the proposals for the following reasons; deficient financial justification and transparency, poor cost sharing arrangements and the undertaking of yet more borrowing.

Cllr A Varley said that he was disappointed by the comments so far. Members should be supporting the longevity of the pier and the economic benefits that this project would bring. It was very unlikely that a new unitary council would have the financial means and will to undertake this investment and whilst there was an opportunity to progress this, then it must be taken. He referred to the Net Zero aspects of the project and said that doing nothing would not reduce energy prices. In addition, the work would improve the comfort of customers and this was surely an important factor to consider.

Cllr M Hankins commented that investing in entertainment venues was very risky and this was probably the only way to ensure the future of the Pavilion Theatre. It was important that members could see that this business was profitable and had longevity and including this information in the report would have been helpful. The S151 Officer said that he would provide a response during the private session.

Cllr L Withington said that it was very disappointing to hear negative comments about the pier such a short time after the 125 year celebrations had been held. It had a very long and difficult history and had only been able to continue because a lot of people had inv4ested time and money in it. The theatre was thriving due to a partnership arrangement with the management company. The 'seaside special' and the Christmas show brought in a huge amount of money to the local economy. It was about far more than just the theatre itself. North Norfolk was now a visitor experience economy and this was about comfort and the latest technology such as light shows. The additional work that was being proposed would enable visitors to have that experience and ensure the longevity of the pier and its offer.

Cllr Adams reminded members of the profit share aspect of the proposal and said that the pier theatre had recovered very quickly after the pandemic. Regarding borrowing, he said that the Council had a very simple debt profile and upfront borrowing would only happen if needed. External grant funding options would continue to be explored. He said that Cromer Town Council was very 'internally focussed' and he was not hopeful that they would be willing to contribute. He went onto say that the Council car parks in Cromer and Sheringham generated a significant amount of income and meant that the Council was able to make capital investments across the District. It was not possible to hand over the running of the pier to the Town Council, it was too complex an asset. The proposal before members would ensure that that the pier had a long-term future, whilst making it more sustainable and reducing its operating costs.

Cllr T FitzPatrick said that since his election to the Council in 2011, and members had always been supportive of spending money on maintaining the structure of the pier, however, funding such as this should be questioned and challenged. He asked where was the holistic approach across the district and whether options to support the Wells maltings and Fakenham Community centre had been considered too. They were also run by third parties but they supported them. The financial contribution from Openwide was quite small compared to the level of investment being proposed. He said that attendance numbers across the theatre industry were falling and that's why a robust business case was needed. Regarding the wider point of a new authority being reluctant to invest in assets such as the pier, Cllr FitzPatrick said that it might be worth exploring the setting up of trusts to run some of them. In conclusion, he said that this was the first time that the Council had sought to get into this level of borrowing and he was very concerned.

Cllr W Fredericks said that she had recently visited a pier that was commercially run and the experience had been very poor indeed. She did not believe that this was the business model that people wanted for Cromer.

The Chair thanked everyone for their comments and said that he now intended to move the meeting into private session. It was proposed by Cllr L Shires, seconded by Cllr T Adams and RESOLVED:

"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.

At 7.42pm, the meeting returned to public session.

The Chair asked members to vote on the recommendations.

It was RESOLVED

1. To increase 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.

11 members abstained.

The meeting ended at 7.45 pm.

Chairman

Registering interests

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

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

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

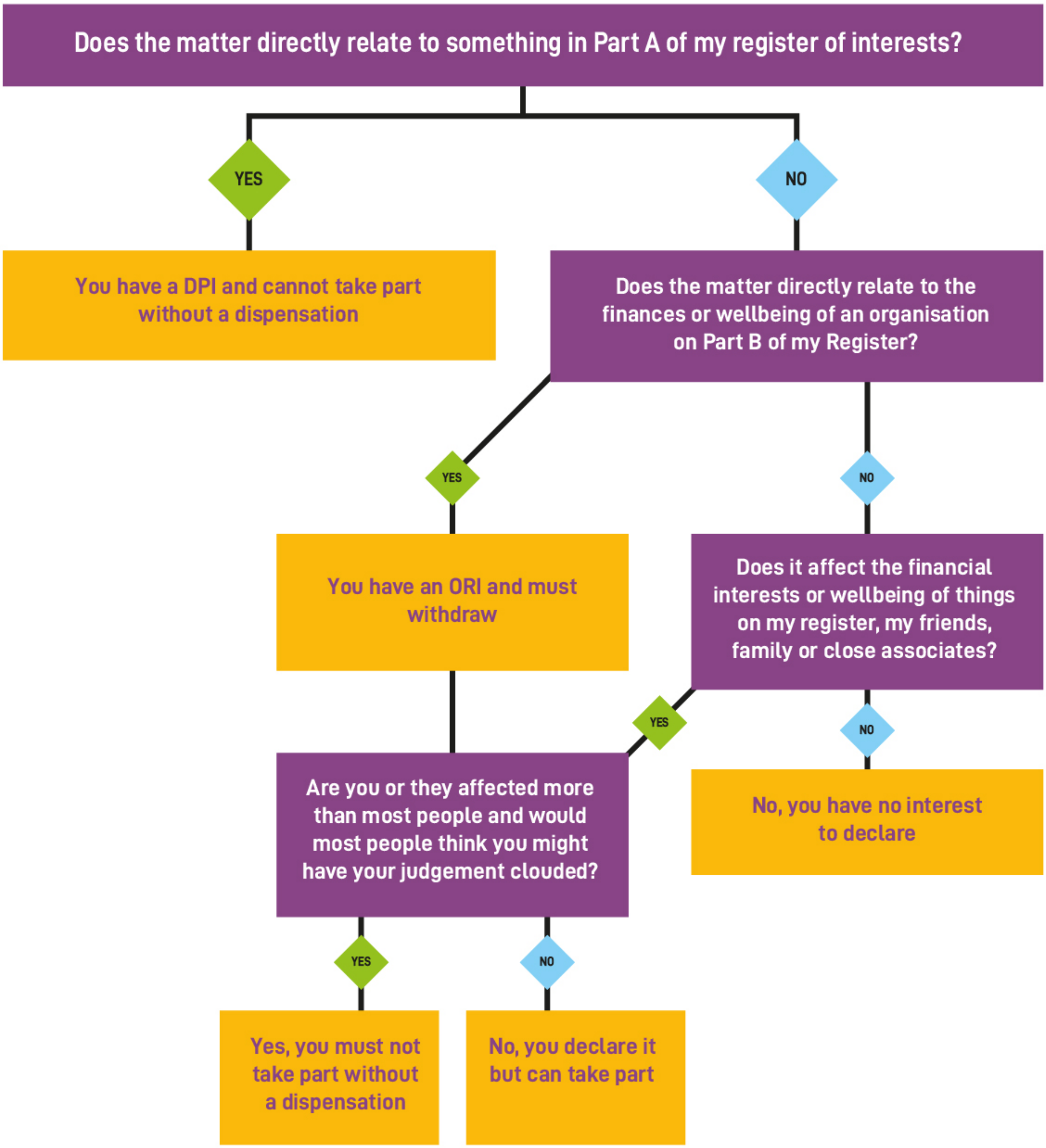
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

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

Table 2: Other Registrable Interests

You have a personal interest in any business of your authority where it relates to or is likely to affect: a) any body of which you are in general control or management and to which you are nominated or appointed by your authority b) any body (i) exercising functions of a public nature (ii) any body directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



Local Government Association

Guidance on LGA Model Councillor Code of Conduct

REVIEW OF ALLOCATION OF SEATS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS	
Executive Summary	Following Cabinet's recent decisions to replace the Planning Policy & Built Heritage Working Party with a Local Plan & Conservation Task Group and the establishment of the new Councillor Community Grants Fund Panel, it is now necessary to review the Committee seat allocations. When there is a change to the size of a committee (or working party or panel) or a new one is established, the Council is required to review the allocation of seats on committees, sub committees and working parties to ensure that they reflect the political balance of the Council, in accordance with Section 15 of the Local Government and Housing Act 1989 and regulations made thereunder.
Options considered	This is a statutory report and Full Council is required to approve any change to the political balance and the allocation of seats on committees. Alternative options are therefore not presented. Group Leaders could agree to consider alternative seat allocations but any such proposals must be approved by Full Council.
Consultation(s)	Portfolio Holder for Planning Political Group Leaders
Recommendations	1. 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 2. That delegation is given to the Group Leaders to make any appointments to committees, sub-committees, working parties & panels.

Wards affected	All
Contact Officer	Emma Denny, Democratic Services & Governance Manager, emma.denny@north-norfolk.gov.uk,

1. Introduction

1.1 On 1st June 2026, Cabinet resolved to establish a new Councillor Community Grants Fund Panel. This will be comprised of three members – two Liberal Democrat members and one Conservative member. The Liberal Democrat Group has gifted one of their substitute positions to the Independent Group to allow for flexibility. This has added three seats to the overall committee seat numbers.

1.2 On 6th July 2026, Cabinet resolved to replace the Planning Policy & Built Heritage Working Party (12 members) with a smaller Local Plan & Conservation Task Group, comprising 7 members, a reduction of 5. Taking the above changes into account, the overall number of seats on committees and working parties has been reduced by two, from 85 to 83.

1.3 Council's duty is to determine the allocation of seats to be filled by appointments by the authority, except the Cabinet. This is to ensure that there is proportionality across all formal activities of the Council, reflecting the overall political composition. It affects all formally constituted committees, sub-committees, working parties and panels which discharge functions on behalf of the authority.

1.4 Although there is no requirement for Cabinet sub-committees and working parties to be politically balanced, it is the custom at NNDC to try and ensure they are, wherever possible (see section 3.2)

2. Background

2.1 Although there has been no change to the political composition of the Council, a change to the size of a committee affects the number of seats allocated to each political group and Council must ensure that the political balance is reflected accordingly.

2.2 Section 15(1) of the Local Government & Housing Act 1989 requires the Council to review the representation of the different political groups on committees and sub-committees:

- at, or as soon as practicable after the Annual Meeting of the Council or,
- where notice is received of a change in the composition of political groups

2.3 The Head of Paid Service has a duty, whenever such a review takes place, to submit a report to the Council showing what the allocation of seats, in their opinion, best meet the requirements of the above Act.

The political composition of the Council is outlined below:

Group	No. of members	%
Liberal Democrat	26	65
Conservative	11	27.5
Independent	3	7.5
Total	**40**	**100%**

2.4 The Council needs to approve the allocation of seats to the political groups on those committees which are required by law to be politically balanced.

2.5 The obligation to ensure that there is proportionality in the political composition of the Council's committees extends only to proportionate representation of members of political groups and does not require that a vacant seat is represented.

2.6 In carrying out any review, the Council is obliged to adopt the following principles and to give effect to them ‘so far as is reasonably practicable’:

a) That not all seats on the Council are allocated to the same political group
b) That the majority of the seats on the Council are allocated to a particular group if the number of persons belonging to that group is a majority of the authority’s membership
c) Subject to the above, that the number of seats on ordinary committees of the Council which are allocated to each political group, have the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority and
d) Subject to a) and c) above, that the number of the seats on the Council which are allocated to each group have the same proportion to the number of all the seats on that Council as is borne by the number of members of that group to the membership of the Council.
e) As in previous years, it is proposed that delegation should be given to the Group Leaders to make any changes required to appointments to committees, sub-committees, working parties and panels as long as they are in accordance with the political balance. Group Leaders will inform the Democratic Services & Governance Manager of any changes and Members will be informed via email. In addition, and to ensure they changes are recorded formally, an update will be provided to future next meeting of Full Council. It is proposed that this convention is continued to allow appointments to be filled without waiting for approval from Council.

3. Entitlement to Places

3.1. The table at Appendix B shows those Committees that are required to be politically balanced. Generally, the approach taken has been to round up percentages where they are above 0.5% or close to 0.5. Proposed changes are highlighted in red.

3.2. To date, the convention at NNDC has been that the political balance rules will also apply to working parties – unless they are Cabinet sub-committees. Cabinet sub-committees are not required to be politically balanced but it has historically been the practice at NNDC that they are and for this reason they are included in the table.

3.3. As agreed at the meeting of Full Council on 21st May 2025, The Employment & Appeals Committee is required to be politically balanced and therefore the Independent Group will be allocated a seat. It was also agreed that the Independent Group was allocated a seat is on the Standards Committee as it is preferable that this committee has representatives from across the groups to ensure impartiality when assessing complaints. This has been reflected in the proposed seat allocations.

3.4. The above changes have meant that the Independent Group has 4 remaining seats to be allocated. It is proposed that one of these is on the new Local Plan & Conservation Task Group, to ensure cross-party involvement. It is therefore proposed that the Liberal Democrat Group has 4 seats, the Conservative Group has 2 seats and the Independent Group has 1 seat.

3.5. Overall, the percentage entitlement to seats has not changed but the number of seats allocated has (as set out above) and it is as follows:

The Liberal Democrat Group has 65% of seats available (54 seats)

The Conservative Group has 27.5% of committee seats available (25 seats)

The Independent Group has 5% of seats to 7.5% allocated (6 seats)

3.6. There are three smaller working parties, with 5 seats each. To fully meet the overall number of seats allocated on a proportional basis to the groups, the Liberal Democrat Group would have 4 members on these bodies and the Conservative Group would have 1. To ensure a more balanced approach, it is suggested that the Liberal Democrats have 3 seats and the Conservatives have two. This has meant a reduction from 54 to 52 for the Liberal Democrats and increase from 23 to 25 for the Conservatives.

4. The allocations at Appendix B are suggested by the Democratic Services & Governance Manager. Group Leaders can agree to alternative arrangements as long as the political balance of key committees is not affected.

5. Corporate Priorities

This is a statutory report.

6. Financial and Resource Implications

This is statutory report and there are no financial or resource implications.

7. Legal Implications

Full Council is required to approve any change to the size of a committee and the to ensure that the political balance of the Council is reflected in the seat allocations. A failure to do would be a breach of the statutory requirements.

8. Risks

As highlighted above, a failure to approve a change in the political balance of the Council would be a breach of the statutory requirements.

9. Net ZeroTarget

N/A

10. Equality, Diversity & Inclusion

N/A

11. Community Safety issues

N/A

Conclusion and Recommendations

Following Cabinet's recent decision to replace the Planning Policy & Built Heritage Working Party with a Local Plan & Conservation Task Group and the establishment of the new Councillor Community Grants Fund Panel, it is now necessary to review the Committee seat allocations.

Recommendations:

1. 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
2. That delegation is given to the Group Leaders to make any appointments to committees, sub-committees, working parties & panels.

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Appendix A

			Liberal Democrat		Conservative		Independent		TOTAL
Members			**26**		**11**		**3**		**40**
Expressed as %			**65%**		**27.5**		**7.5**		**100%**
Committee	No. of Seats		Entitled Places (exact)	Entitled Places (rounded)	Entitled Places (exact)	Entitled Places (rounded)	Entitled Places (exact)	Entitled Places (rounded)	
Licensing Committee	15		9.75	10	4.12	4	1.125	1	**15**
Development Committee	13		8.45	*8	3.575	4	0.975	**1**	**13**
Overview & Scrutiny	12		7.8	8	3.3	3	0.9	1	**12**
Local Plan & Conservation Task Group	7		4.55	~~5~~ 4	1.92	2	0.525	~~0~~ 1	**7**
Standards Committee	7		4.55	4	1.92	2	0.525	1	**7**
Governance, Risk & Audit Committee	6		3.9	4	1.65	2	0.45	0	**6**
**EAC	5		3.25	3	1.38	1	0.375	1	**5**
Constitution Working Party	5		3.25	3	*1.38	2	0.375	0	**5**
Joint Staff Consultative Committee	5		3.25	3	*1.38	2	0.375	0	**5**
Council Tax Support Working Party	5		3.25	3	*1.38	2	0.375	0	**5**
Councillor Community Grants Fund Panel	3		1.95	2	0.825	1	0.225	0	
TOTAL	**83**		53.95	**54**	22.825	**25**	6.225	**6**	**83**

**Adjusted to allow Independent Group representation on the EAC to ensure cross-party representation.

Please note that all of the above are politically balanced. This can only be waived with the agreement of the Group Leaders (see accompanying report)

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CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

COUNCILLOR ADAMS - CABINET MEMBER FOR STRATEGY, COUNTYWIDE WORKING AND EXTERNAL PARTNERSHIPS, PERFORMANCE, COMMUNICATIONS, HR AND LEGAL SERVICES
For the period June to July 2026

1 Progress on Portfolio Matters.

Democratic Services

The team has been working hard to redact and upload registers of interest forms for District and Parish councillors to meet the Government's deadline of 29th June for the removal of home addresses. Elected members are still required to declare their home address on their register but it will only be shown on the Council's website if a member requests it. Home addresses have also been removed from the contact pages for district councillors.

We have been engaging proactively with parish and town councils, advising them of the changes and have updated several hundred forms.

The Council's eDemocracy YouTube channel subscriber numbers continue to grow. Work has been undertaken on creating playlists for each committee, so that the videos are easier to find.

Legal

Contracts and Commercial - Current work includes agreements for Cromer Pier 125, the Holt Country Park eco classroom, upcoming filming in Cromer, and support for the relevant project boards. We are also supporting the Fakenham Flash project, including commercial, property, funding, operator and lease arrangements, with recent advice on the new electricity sub-station lease.

Planning - work includes agreements for major developments at Cromer, Stalham and North Walsham, alongside advice on biodiversity, nutrient neutrality and smaller sites. We continue to review Planning Enforcement Notices and advise on Lawful Development Certificates. Eight Assets of Community Value applications have been received this year, with two currently pending.

Housing - work includes homelessness reviews, temporary accommodation matters, possession proceedings and advice on belongings and pets left in accommodation. We are also advising on implementation of Awaab's Law and the Renters Rights Act 2025, including enforcement options against

private landlords.
Code of Conduct - There are currently 15 Code of Conduct complaints, including one subject to full investigation.

Litigation - work includes council tax and business rates recovery, orders for sale on three properties, High Court proceedings and recovery of £20,000 through a charging order. Criminal litigation includes potential prosecutions under planning and environmental health legislation, including a significant animal welfare case involving more than 80 potential offences. We have also successfully defended a trespass and human rights claim, which was struck out.

Information Governance - work includes statutory information requests, data protection advice, information sharing, privacy statements, breach assessments, internal reviews and ICO referrals. Response performance remains at or above 95%.

Coastwise - work includes ongoing legal support on consultancy procurement, the Happisburgh roll-back car park contract and lease, purchase of homes at risk of coastal erosion, and related policy and legislative consultations. Work also continues on guidance for estate agents and buyers, a potential agreement for qualifying homeowners as a transition option, and legal input to wider coastal management matters.

Communications

NNDC's engagement across social media platforms has forged ahead once again this month, adding 758 new followers, including 408 on Facebook alone. Overall our content resulted in 1.2 million views. Our Pride month coverage, collaborating with the local Cromer LGBTQ+ community to showcase their programme of events reached an audience of 72k across social platforms.

We continue to prioritise short-form video posting 30 individual pieces of video content in June. Four water safety videos generated 66k combined views across all platforms – a testament to the power of a good film.

The Comms team has further supported officers on a wide variety of issues including litter, bin and waste collections; water safety; the heatwave; elections; upcycling; the triathlon; HCP's new classroom; Overstrand works; FLASH; healthy living; Pier 125.

The Gala celebration for the 125th anniversary of Cromer Pier was a successful Comms operation delivering live coverage from ITV and in depth reporting from ITV, BBC, EDP and others. The event was favourably received by all those who attended despite a soggy start to the afternoon.

The Communications team has facilitated media coverage in local and national broadcast and press including the Sun, Telegraph, BBC, ITV, EDP, Local Government magazine.

Elections

Having successfully delivered the Norfolk County Council elections on 7th May and administered a District Council by-election and Cromer Town parish election on 9th July, the Elections Team was then required to prepare for and deliver the Police and Crime Commissioner election held on 16th July.

Human Resources

Two officers took part in the LGA Apprentice of the Year event in May, providing a valuable opportunity to develop skills and represent the Council.

Work is ongoing to support LGR-related meetings and workshops, ensuring appropriate HR input and coordination as the programme develops.

2 Forthcoming Activities and Developments.

Elections

The team is preparing for wider local government reforms, including voting rights for younger residents and preparations to deliver an annual canvass.

Human Resources

Further work is also taking place in relation to the Employment Rights Act, and additional training on the Prevention of Sexual Harassment will be rolled out.

3 Meetings attended

Attended:
- Cabinet
- Business Planning
- Cromer Pier 125 Celebration
- Fakenham Leisure and Sports Hub project
- Holt County Park
- Norfolk Leaders Group Meeting

Met with:
- Cromer Tennis Club
- Anglian Water
- Equinor
- Fakenham Post Office
- Integrated Care Board

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CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

COUNCILLOR HARRY BLATHWAYT - CABINET MEMBER FOR COAST
For the period June to July 2026

1 Progress on Portfolio Matters.

Coastwise

- Attended national 'Flood and Coast' conference to share evidence of our local community transition planning approach and the learning that has come from it.
- A member briefing drop-in was held on 17th June.
- Drainage survey and infiltration tests have been undertaken at Lighthouse Lane, Happisburgh to satisfy Highways concerns and enable the completion of the rolled-back Happisburgh car park.
- The team supported a project that delivered beach and museum sessions with Cromer Academy, covering coastal change and climate change impacts on cliffs, as well as the Deep History Coast and exploring habitats including the chalk reef.

Overstrand

- Steel sheet piles to be used in scheme were delivered to the Runton Road car park in Cromer over several days. Over the following week these sheet piles were moved to the compound at the bottom of Clifton Way in Overstrand, ready for the commencement of the refurbishment works to the sea wall.
- The works construction contract has been awarded to JN Bentley, and construction will start as soon as feasible.
- Positive conversations have continued with the Parish Council and local stakeholders, to ensure information is available as construction starts.

Repairs and Maintenance

- Significant repairs to Groyne 1 in Cromer (the 'Banksy' groyne) and Groyne 2 ('Doctor's' groyne).
- Repairs to sheet piles below beach huts at east end of Cromer.
- Repairs to handrail at the east end of Sheringham.
- Repairs to the Weybourne pond.
- Repairs to Overstrand Clifton Way beach access ramp.

2 Forthcoming Activities and Developments.

Coastwise

- Coastwise are holding their next drop-in events to seek agreement and take forward prioritised actions from the Coastal Transition Plans, developed by the community in Happisburgh and Trimingham:
  - Church Rooms, Happisburgh on Wednesday 15th July from 3-7pm
  - Trimingham Hall in Trimingham on Friday 17th July from 3-7pm
- Preparation for an updated business case for the Coastal Adaptation Pilot funding.
- Report submitted to the Eastern Regional Flood and Coastal Committee to be considered at its next meeting; this seeks match funding for each of the proposed Coastal Adaptation Pilots in the region.

Overstrand

- Construction will begin on Coastal Management Scheme (precise date to be confirmed.

Repairs and Maintenance

- Revetment works at the following locations: Mundesley, Bacton, Ostend, and Overstrand.

3 Meetings attended

Date 2026	NNDC	BA	Physical	Virtual	Description
June 1st	X		X		Cabinet & Business Planning
3rd	X		X		Coastwise Board
4th			X		Broads IDB
5th		X		X	Strategic Planning for Broads Plan
9th		X	X		Broads Plan, Board Workshop
16th		X	X		Broads Plan, Navigation Workshop
17th	X		X		Full Council
18th	X		X		LGA Coastal SIG
22nd	X		X		Business Planning
23rd		X	X		Chairs Group
24th		X	X		Royal Norfolk Show
29th 30th		X	X		National Parks UK Chairs Forum (South Downs NP)

CABINET MEMBERS REPORT TO COUNCIL

June 2026

COUNCILLOR JILL BOYLE - CABINET MEMBER FOR PEOPLE SERVICES

For the period up to 30th June 2026

1 Progress on Portfolio Matters.

Housing Benefit & Council Tax Support

Caseload (Q1/2026)

At the end of Q1/2026, 6,950 households were receiving Housing Benefit (HB) and/or Council Tax Support (CTS), of which 53.3% were working age.

In 2025/26 the service had seen a reduction in the number of Housing Benefit claimants following the completion of the migration of working age households to Universal Credit. The migration process has now ended and claimants transferred to Universal Credit.

The number of households receiving Council Tax Support can fluctuate due to natural changes to household circumstances and local workstreams such as targeted take-up campaigns which are periodically run by the team to encourage eligible residents to claim missed entitlement. These campaigns help maximise household income and ensure that residents receive the financial support available to them.

Performance – Speed of Processing (SOP) times (Q1/2026)

The local target is **16 days** for processing new claims and **10 days** for processing changes in circumstances. The council was within both targets for Q1/2026 as illustrated below.

	Number received in April to June	NNDC number of days to process April to June
New claims HB	441	5.3
New claims CTS		5.6
Changes in circumstances HB	29,793	8.8
Changes in circumstances CTS		8.6

Pension Credit take-up campaign

Using the LIFT (Low Income Family Tracker) Dashboard, 73 households were identified that may be eligible to claim Pension Credit. Letters have been sent explaining how to check eligibility and make a claim. Residents are encouraged to contact the Benefits Team if they require support or assistance with the application process.

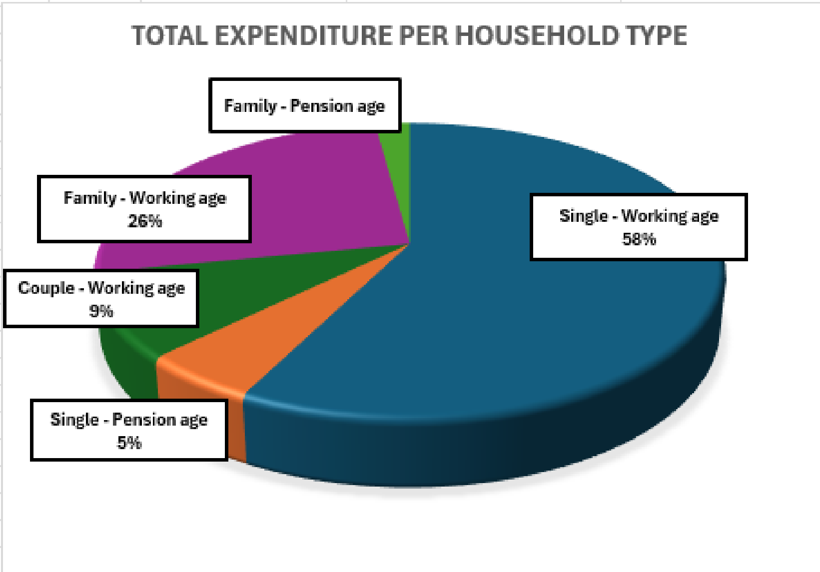
DWP Crisis and Resilience Fund – Housing Payments

We have continued to administer the DWP Crisis and Resilience Fund Housing Payments (formerly known as Discretionary Housing Payments) to support tenancy sustainment, homelessness, and to support people staying within the community.

For 2025/26, North Norfolk has been allocated funding of £103,037.00. Since 1st April 2026, we have seen an increase in the number of eligible applications being processed compared to the same position in 2025, with 62% of the fund being spent across 61 households in Q1/2026 so far. The team are currently analysing what is attributing to the rise in eligible applications.

A breakdown of how the expenditure has been allocated across the 61 households can be seen below.

Household Type	Number of Households paid	Expenditure across households
Single - Working age	31	£ 36,690.30
Single - Pension age	4	£ 3,342.40
Couple - Working age	7	£ 5,865.59
Couple - Pension age	0	£ -
Family - Working age	18	£ 16,572.13
Family - Pension age	1	£ 1,348.74
Totals	**61**	**£ 63,819.16**



Housing Benefit overpayment recovery

The Council continues to maintain strong Housing Benefit debt recovery performance whilst managing a significant legacy debt portfolio following the transition to Universal Credit. During 2025/26:

- Outstanding debt across all systems totalled £880,312.
- £324,809 Housing Benefit debt was recovered.
- Recovery performance of Housing Benefit debt remained above 31%.
- Write-offs for Housing Benefit debt totalled £36,941 and remain fully covered by the Council's bad debt provision.
- Benchmarking indicates that North Norfolk remains one of the stronger performing authorities in Norfolk for Housing Benefit overpayment recovery.

Regulation changes to support vulnerable residents into work

Residents living in supported housing and temporary accommodation have historically experienced a disproportionate loss of income when increasing their working hours. As a result, the financial benefits of working more hours have often been limited, reducing incentives to enter or progress in employment.

To address this, the Housing Benefit (Earned Income Disregard) Regulations 2026 have been amended to introduce 5 new additional earned income disregards. This was laid before Parliament on 6 July 2026 and will come into force on 5 October 2026.

These amendments apply to working age customers only and no changes are made to the Housing Benefit (Persons who have attained the qualifying age for state pension credit) Regulations 2006.

The changes are designed to strengthen work incentives and ensure that taking on more hours or increasing earnings leaves claimants better off overall.

Changes to customers' Housing Benefit claims will be implemented automatically prior to 5 October 2026 and will not require any action from the customer.

Housing Options and Homeless Prevention

Your Choice Your Home

The Housing Allocation Scheme applies a priority banding system to ensure eligible households who qualify for the housing register are prioritised according to assessed housing need. The scheme complies with the reasonable preference categories set out in section 166A(3) of the Housing Act 1996, as inserted by section 147(4) of Localism Act 2011.

The table below sets out the number of eligible applicants who qualify for the housing register, by priority band and bedroom need. Bands range from A to E, with Band A representing the highest priority. Band E includes applicants with limited housing need who are seeking specific housing options, such as local lettings or age-restricted properties.

The allocations process is working well with Band A (mainly homeless) securing housing. The revised scheme is being reviewed which may potentially create some additional categories under the bandings.

	PC	A	B	C	D	E	Total
1 Bed	1	41	84	62	82	469	739
2 Bed	1	18	30	67	1	218	335
3 Bed	0	11	23	91	1	95	221
4 Bed	0	10	11	19	0	23	60
5 Bed +	0	0	3	0	0	3	6
Total	**2**	**80**	**151**	**239**	**84**	**805**	**1361**

Housing Register Applicants as of 30 June 2026

Homes Let

Between 01 April and 30 June 2026, 61 properties were let:

	PC	A	B	C	D	E	Total
1 Bed	1	16	2			1	20
2 Bed		18	14	2		3	37
3 Bed		3					3
4 Bed			1				1
Total	**1**	**37**	**17**	**2**		**4**	**61**

Homes let between 01 April and 30 June 2026

Age Restricted Properties

Some properties have a minimum age requirement; for example, some are only available to applicants aged 55 and over. This applied to 11 properties let between 01 April and 30 June 2026, representing 18% of all lets during this period.

Local Letting Agreements

Local letting agreements supplement the general housing allocations scheme and apply to properties developed to meet identified local housing needs within a parish. Where local lettings criteria apply, preference is given to the applicant with the strongest local connection to that parish and adjoining parishes. This applied to 3 properties let between 01 April and 30 June 2026, representing 5% of all lets and 75% of properties let to applicants in Band E, which reflects low housing need.

Households Assessed and Duties Owed

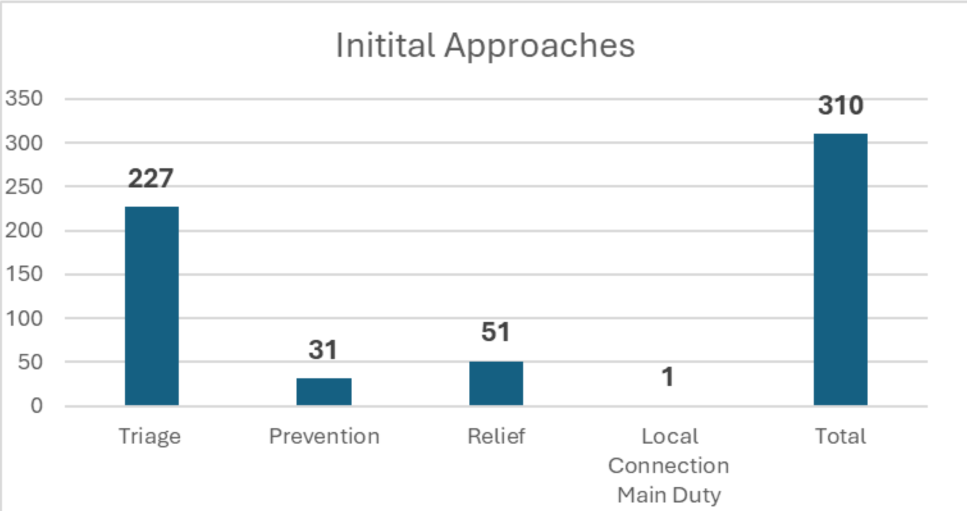
When a household becomes homeless, or is at risk of homelessness, the local authority may owe them a statutory duty. There are three main types of homelessness duty:

1. Prevention duty: local authorities owe this duty to help households at risk of homelessness to retain their existing accommodation or secure alternative accommodation before they become homeless.

2. Relief duty: where a household is already homeless, the local authority owes this duty to take reasonable steps to help them secure suitable accommodation.

3. Main housing duty: if the relief duty ends and the applicant is eligible, in priority need and not intentionally homeless, the council owes a main duty to secure suitable accommodation.

Demand for the service remained high during the quarter, with 310 new cases opened between 01 April and 30 June 2026.



Initial approaches between 01 April and 30 June 2026.

Statutory Homelessness

Of the 310 approaches received between 01 April and 30 June 2026, 83 households (27%) were initially assessed as homeless or threatened with homelessness.

Of the households assessed as homeless or threatened with homelessness, 52% were female applicants and 48% were male applicants.

Families with children accounted for 25% of households assessed as homeless or threatened with homelessness, with 30 children included in homelessness applications received during the period.

Prevention Duty

Thirty-one households were assessed as being threatened with homelessness and were therefore owed a prevention duty.

Relief Duty

Fifty-one households were assessed as homeless and were therefore owed a relief duty.

Primary Causes of Homelessness

The most common causes of homelessness or threatened homelessness during quarter one were:

- **End of private rented tenancy: 31%**
  Phase one of the Renters' Rights Act came into force on 01 May 2026. It abolished Section 21 "no-fault" evictions, converted all private assured shorthold tenancies into periodic rolling contracts, and banned rental bidding. Landlords must now have a valid legal ground for possession and can no longer restrict renters with children or those receiving benefits. The majority of these cases pre-date 01 May 2026.

- **Family or friends no longer able to accommodate: 28%**

- **Domestic abuse: 17%**

<u>Outcomes of homelessness duties: 01 to 30 June 2026</u>

Outcomes of prevention duties

Of the 36 households whose prevention duty ended during the period, 17 secured existing or alternative accommodation for six months or more, while homelessness could not be prevented for 15 households. The remaining case closures were due to applicants either withdrawing their application or losing contact with the service.

Outcomes of relief duties

Of the 64 households whose relief duty ended during the period, 9 secured accommodation and 43 remained homeless. The remaining case closures were due to applicants withdrawing their application, losing contact with the service, refusing suitable offer of accommodation or becoming intentionally homeless from accommodation provided.

Outcomes of main housing duty assessments

Where homelessness has not been resolved through the prevention or relief stages, the council is required to make a final decision on the application. This is known as issuing a statutory homelessness, or main housing duty, decision.

The support available will depend on the outcome of that decision.

- **Eligible, unintentionally homeless and in priority need (main housing duty)**
  The council will have a duty to secure suitable settled accommodation.

Where temporary accommodation has already been provided, it will remain in place until a suitable home is found. If temporary accommodation has not already been provided, it will be arranged where required. The main housing duty will not be owed where an applicant has refused a suitable offer made during the relief duty, or where the relief duty ended because the applicant refused to co-operate with the council.

- **Eligible, in priority need but intentionally homeless**
  The council will not have a duty to secure settled accommodation. Advice and assistance will be provided to help the household find alternative accommodation.

- **Eligible, homeless but not in priority need**
  The council will not have a duty to secure settled accommodation. Advice and assistance will be provided to help the household find alternative accommodation.

- **Eligible but not homeless**
  If the council determines that an applicant is not homeless, no further homelessness assistance will be owed.

The following decisions were made between 01 April and 30 June 2026:

Homeless + priority need + unintentional (s193(2) duty)	32
Homeless + priority need + intentionally homeless	1
Homeless + no priority need	11
Total	**45**

Ending a main housing duty

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

The duty may be ended in the following circumstances:

- An offer of suitable accommodation is accepted, including an offer of private rented or social housing
- An offer of suitable accommodation is refused
- Suitable temporary accommodation is refused
- The customer ceases to be eligible for housing assistance
- The customer becomes intentionally homeless from temporary accommodation provided
- The customer ceases to occupy the temporary accommodation provided

Between 01 April and 30 June 2026, 34 main duty cases were closed. Of those, 32 applicants secured social housing and 1 applicant secured private rented accommodation. The remaining case was closed because the applicant withdrew their application.

Temporary Accommodation

During the quarter, 53 new temporary accommodation placements were made for 44 households. Deman for new placements arose from newly presenting or accepted homeless households, as well as households requiring a move between temporary accommodation placements.

The following tables provide a breakdown of temporary accommodation placements as of 30 June 2026.

Placements by Accommodation Type:	
Nightly paid, privately managed accommodation (Shared Facilities)	17
Nightly paid, privately managed accommodation (Self-contained)	21
Accommodation within NNDC stock	24
Accommodation within registered provider stock	3
Total	65

Placements by Household Type:	
Single Adult	32
Couple	1
Family - Dependent Children	31
Family – Non-Dependent Children	1
Total	65

The table below shows temporary accommodation household numbers as a month-end snapshot and provides a comparison with the previous year.

	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2026-27	54	58	65									
2025-26	64	62	59	54	54	60	63	64	60	58	58	63

Rough Sleeping

During June, 11 people were recorded as sleeping rough in North Norfolk at various points during the month. At the end, 8 people remained sleeping rough.

These figures reflect a seasonal increase that is not uncommon during the summer months. Warmer weather can reduce some of the immediate barriers to sleeping outdoors, and the district may also experience an increase in transient stays. Extreme weather can create additional risks for people already experiencing difficult circumstances, and community outreach officers continue to provide practical support, advice and guidance to help people stay safe.

Renters Rights Act 2026

The Housing Options team have not seen any real impact due to Renters' Rights Act so far, there has been a recent increase in presentations due to Domestic Abuse, a rise in numbers in TA (63, including 5x ex-rough sleepers in our move on units).

Housing Strategy

Homelessness & Rough Sleeping Strategy

Officers are working on a draft strategy based on the outcomes of the review completed last year and against the Government's National Strategy to end homelessness.

The draft strategy will be presented to the Overview & Scrutiny committee in September.

Supported Housing Strategy

A procurement exercise is currently underway to appoint a consultant on behalf of the seven Norfolk district and borough councils. The consultant will work closely with stakeholders, providers, and residents to assess the current and future supply and demand for supported accommodation across the county. The resulting needs assessment will inform the development of a draft Supported Accommodation Strategy, ensuring Norfolk is well positioned to respond to the new regulatory requirements due to come into effect from April 2027.

Temporary Accommodation (TA) & the Local Authority Housing Fund (LAHF)

A project group has been established to deliver a corporate review of the authorities Temporary Accommodation portfolio evaluating its policies, processes, and best practice to ensure that services are efficient, resident focused, and capable of meeting increasing demand, while improving outcomes for households experiencing homelessness and reducing organisational risk.

Using funding secured through the Local Authority Housing Fund (LAHF), the Council has submitted offers on four properties and expects a further property to complete in July. The Council has also identified a further five properties for consideration once the current acquisitions have been completed.

Second Homes Council Tax

A report has been drafted for consideration at the July Cabinet meeting, setting out proposals for the use of the 2026/27 Council Tax premium revenue generated from second homes (£914k to support TA purchase,

£580k for grant for new affordable homes).

Planning

No new major applications in, a couple of small schemes that might work as rural exceptions sites.

Reviewing the viability of a 30 home Broadland Housing scheme in Roughton – not s106 affordable but hoping for grant to convert some to affordable.

Meeting with Planning, BHA and Homes For Wells to understand if scheme at Two Furlong Hill is likely to go ahead

Other / AOB

Shared ownership scheme homes at Bacton – as agreed staircasing cap now removed and principle residence requirement put in place, 10 buyers now secured.

Affordable Housing Pipeline

On site:

- Beresford Road Holt – Lovells s106 homes plus some additional grant funding being bought by Flagship – 44 properties.

- Swanton Novers CLT 7 properties with Broadland Housing Association (complete).

- Bacton exception & allocated site 47 Flagship Housing properties.

- Norfolk Homes Cley Road Holt 12 s106 homes plus 3 to Holt Housing.

- Stalham extra care 61 flats Medcentres/H21.

- Stalham Yarmouth Road 34 Flagship Housing Properties.

- Little Snoring exception site 10 properties through Broadland Housing Association.

- Norwich Road North Walsham – Hopkins s106 53 homes.

With planning start on site expected:

- North Walsham Station Road 54 homes through Flagship Housing Association.

- Corpusty - 8 Broadland Housing Association properties (plus possibility of more grant funding)

- Overstand Road Cromer s106 53 homes.

- Mill Road Weeks Holkham – 21 Broadland Housing Association & H4W

- Fakenham Trinity Site – 100+ awaiting buyer.

In planning:

- Ludham exception scheme – 26

- Roughton Broadland Housing Association - 30 (no viability for affordable but grant will be sought)

- Pine Tree Farm, Cromer up to 35% AH

- Mundesley Road, North Walsham 15% AH

- Langham Road Blakeney 35% AH

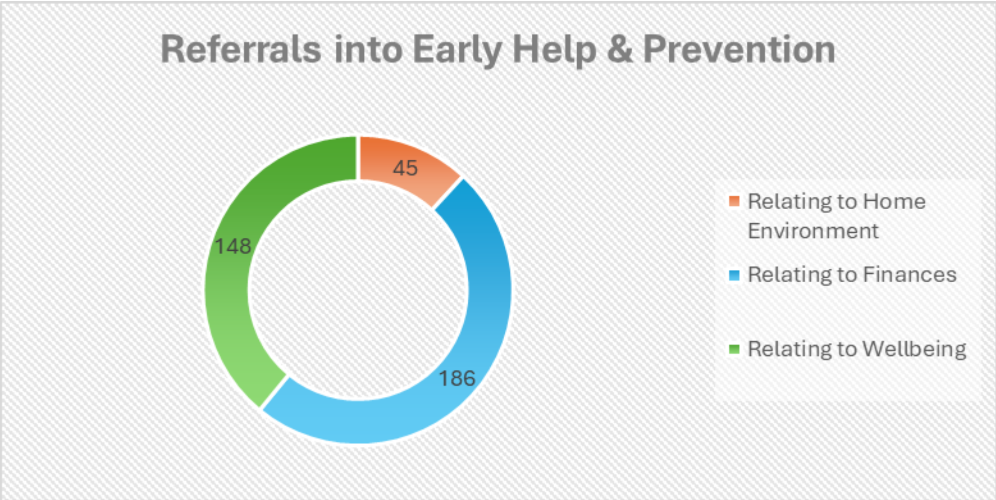
- Valley Lane Holt 35% AH

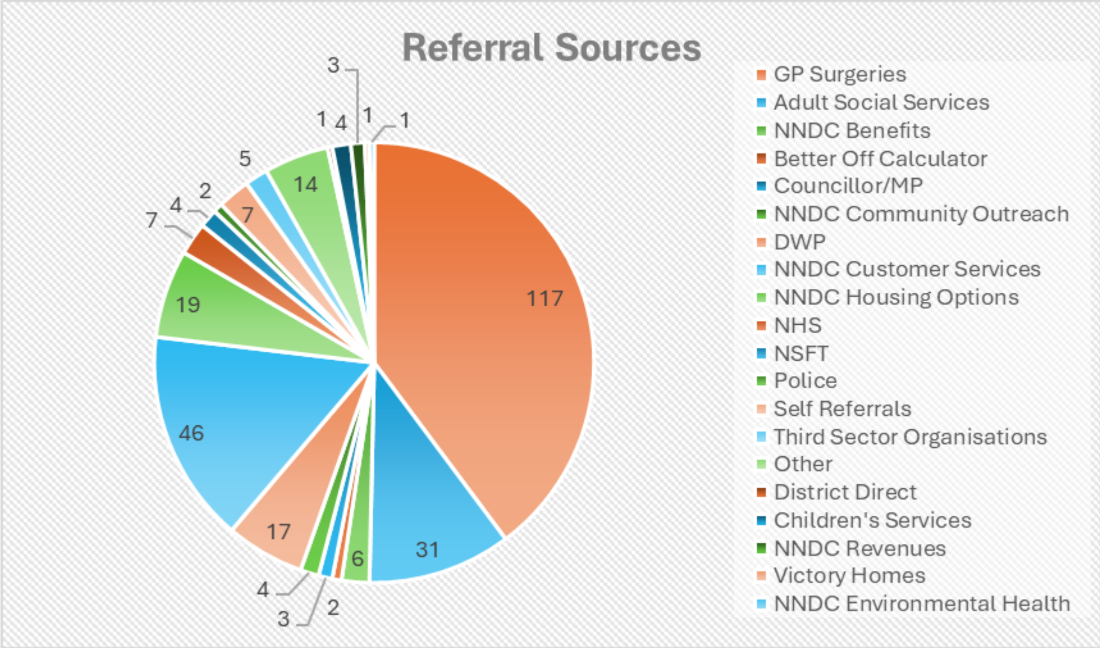
- NW WE 437 15% AH

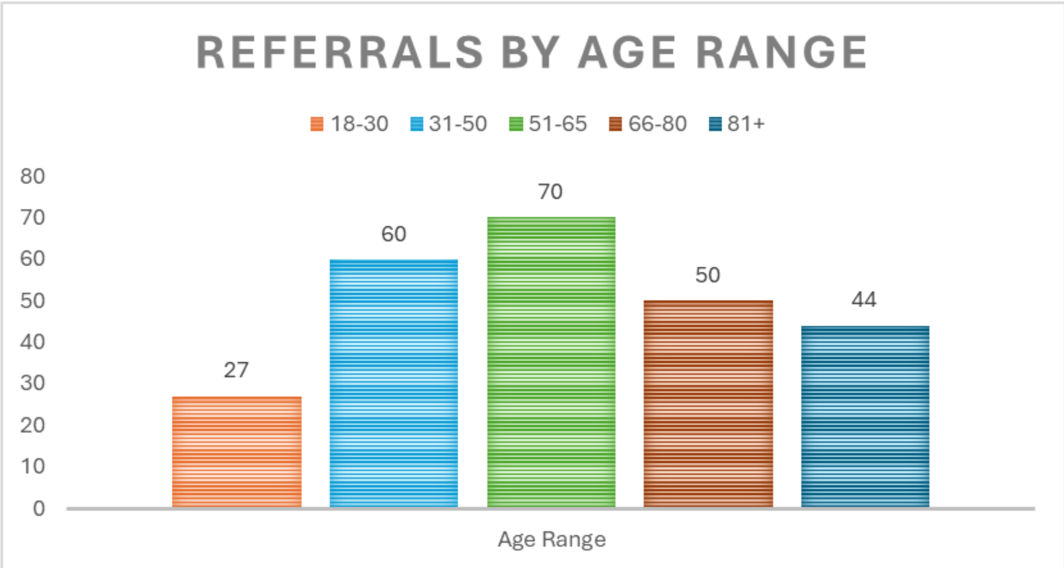
Early Help & Prevention

From April 1st to June 30th, 2026 (Q1)/2026

TOTAL INDIVIDUAL REFERRALS RECEIVED: 304







Early Help & Prevention Case Study

Mrs H was referred to the Early Help and Prevention Service by the Job Centre (DWP) for assistance with her severe debt.

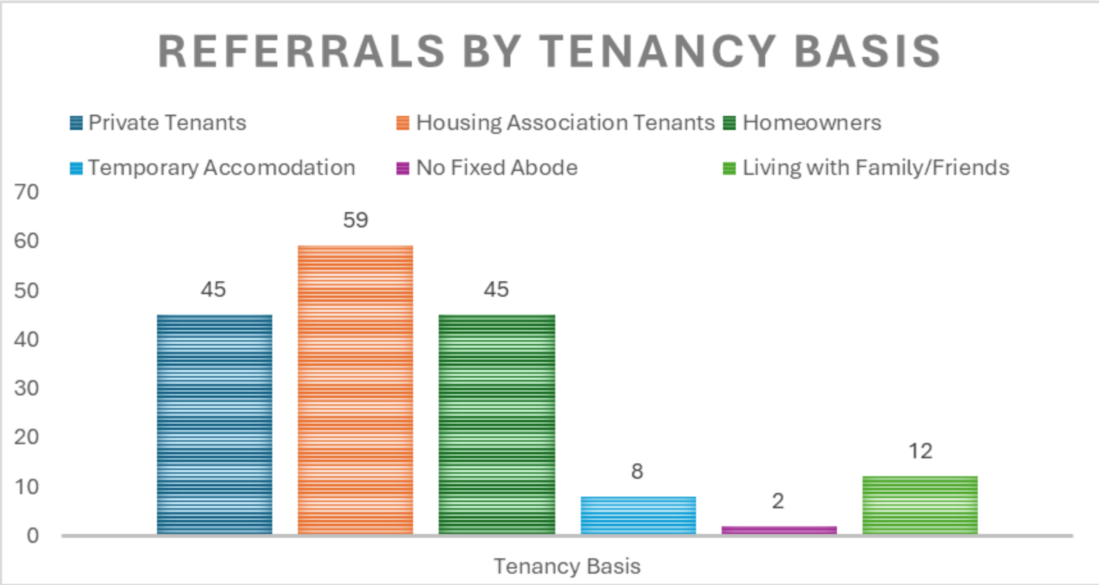
A Financial Inclusion Officer visited Ms H at home to establish the severity of her debts and completed a referral to our partner debt specialist from Citizen's Advice. Ms H continues to work with this specialist to reduce and manage her debt.

In addition to this referral, the Financial Inclusion Officer completed an application for Council Tax Support and requested a PIP review for Ms H, alongside Disability Living Allowance claims for both of her children.

As a result, a Council Tax Support award was set up at £24.95 per week alongside an agreed offer to pay for arrears in Council Tax.
Disability Living Allowance was awarded for both children at the middle rate for care (£76.70) per week and low-rate mobility (£30.30). Ms H's PIP review is currently pending.

The Financial Inclusion Officer then advised Ms H to update her Universal Credit claim with the details of her children's Disability Living Allowance awards. This further resulted in Ms H being awarded the Carer Element and Disabled Child Elements of Universal Credit for both children, which totals £538.92 per month.

As a result of the support completed to date, Ms H's income has increased by £1,574.38 per month.



Number of Referrals where children live in the home:
21

Food Support:
Foodbank Vouchers Issued: 96
Supermarket Vouchers Issued: 21

Energy Bank:
Referrals Made/Support Provided: 17

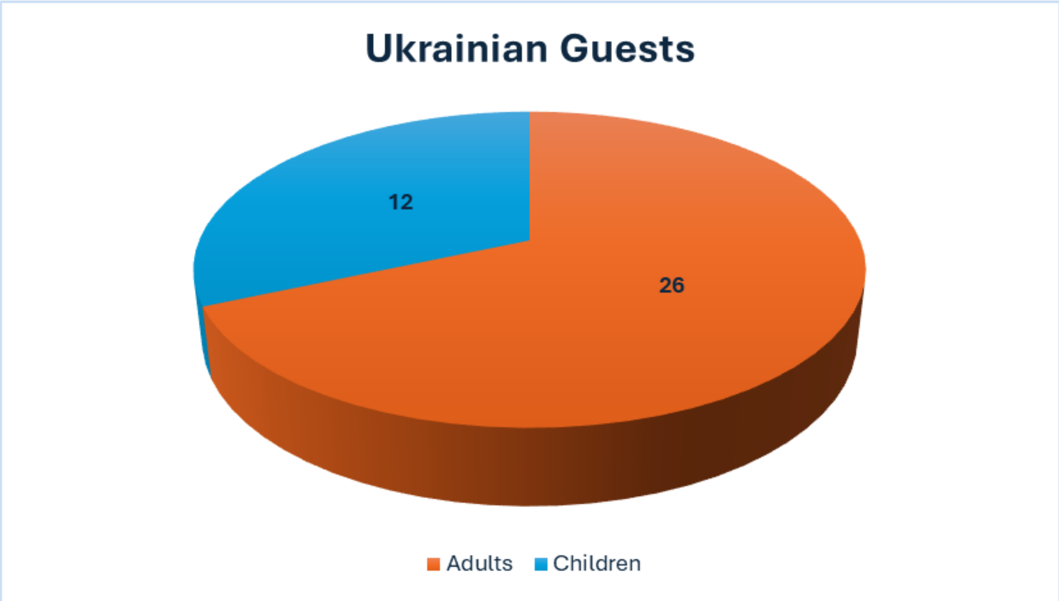
Alongside managing their caseload, during June 2026 members of the team have attended several events.

Members of the team attended an Adult Social Care conference at Heritage House Day Centre in Wells-Next-The-Sea. This was a very interesting and informative event to attend, with representatives from healthcare, NSFT, Adult Social Care and research company giving talks. An opportunity was given to learn more about the day care services provided at Heritage House, alongside the opportunity to meet representatives from the voluntary sector who provide much needed services to our older population.

The team also attended the PositiviTea events in North Walsham and Fakenham.

Homes for Ukraine

There are currently 38 Ukrainian guests being supported in North Norfolk, of which 26 are adults and 12 are under the age of eighteen.

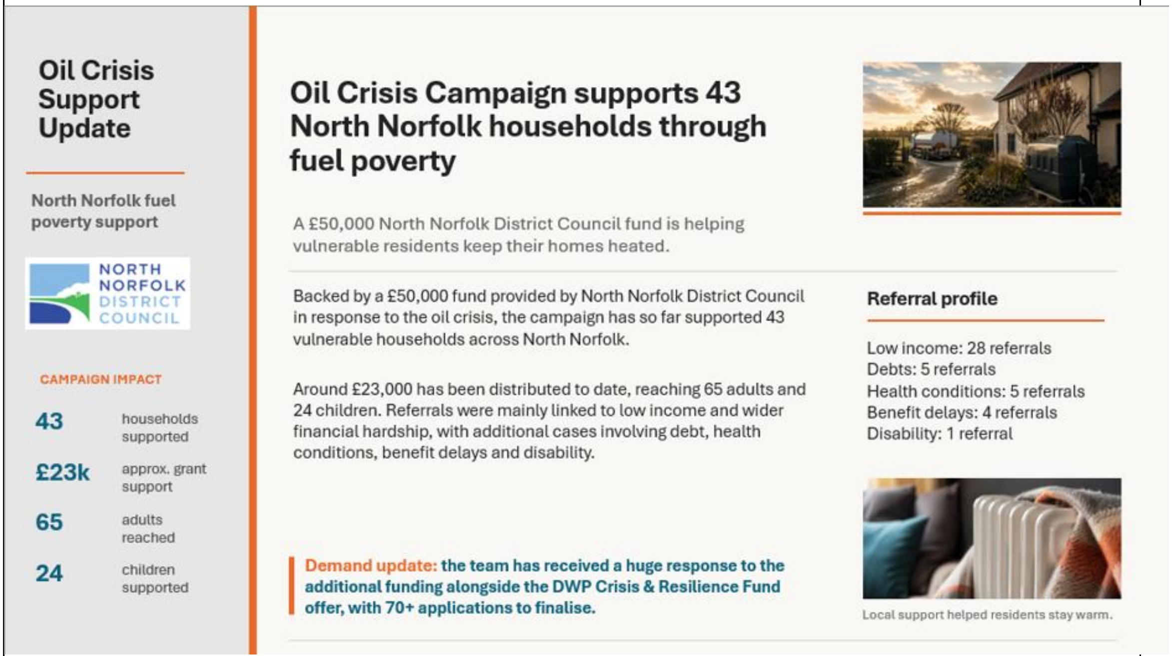


Our Ukrainian Support Officer continues providing unscheduled welfare visits to talk to the guests and their hosts about upcoming changes with the 'Thank you payment' coming to an end.

Support continues with helping to apply for visa extensions, housing applications, council tax support, tenancy support and general enquiries on behalf of our Ukrainian guests. The Ukrainian Support Officer continues to work closely with our Housing Department supporting families who may have been given notice to leave their hosts or need help looking for private rented accommodation.

Cooperation with Norfolk County Council in identifying and checking fraudulent visa cases continues.

Oil crisis campaign update



Oil Crisis Support Update

North Norfolk fuel poverty support

NORTH NORFOLK DISTRICT COUNCIL

CAMPAIGN IMPACT

43 households supported

£23k approx. grant support

65 adults reached

24 children supported

Oil Crisis Campaign supports 43 North Norfolk households through fuel poverty

A £50,000 North Norfolk District Council fund is helping vulnerable residents keep their homes heated.

Backed by a £50,000 fund provided by North Norfolk District Council in response to the oil crisis, the campaign has so far supported 43 vulnerable households across North Norfolk.

Around £23,000 has been distributed to date, reaching 65 adults and 24 children. Referrals were mainly linked to low income and wider financial hardship, with additional cases involving debt, health conditions, benefit delays and disability.

Demand update: **the team has received a huge response to the additional funding alongside the DWP Crisis & Resilience Fund offer, with 70+ applications to finalise.**

Referral profile

Low income: 28 referrals
Debts: 5 referrals
Health conditions: 5 referrals
Benefit delays: 4 referrals
Disability: 1 referral

Local support helped residents stay warm.

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. These figures are continually changing as cases get completed and new cases are approved.

Brough forward grant approved values to date at the end of Q1:

- 2023/24 – 1x outstanding case with a total outstanding approved value of £6,822.15
- 2024/25 – 4x outstanding cases with a total outstanding approved value of £67,007.27
- 2025/26 – 29x outstanding cases with a total outstanding approved value of £322,103.44
- 2026/27 Q1 approved cases value - £446,805.76, 46 cases

Total outstanding approved value is £842,738.62 for 80 cases.

The actual spend for 2026/27 quarter 1, including partially completed adaptations against the budget is **£140,808.28** in mandatory DFG's and **£34,612.37** for Discretionary Grants provided.

Assessments and recommendations for Q1 (DFG only)

Total Assessments completed	22
Total recommendations received	44

Current assessment waiting times based on category for Q1 (DFG only, data used from assessments completed by IHAT during Q1 period)

Case categorization	**Average wait time**	**Amount of cases used in calculation**	**Government target**
Complex and Urgent (OT)	16 working days	1	20 working days
Complex and non-urgent (OT)	0 working days	0	35 Working days
Simple and urgent (non OT)	49 days	2	5 Working days
Simple and non-urgent (non OT)	35 days	15	20 working days

Incomplete DFG applications – Case closure data – Q1

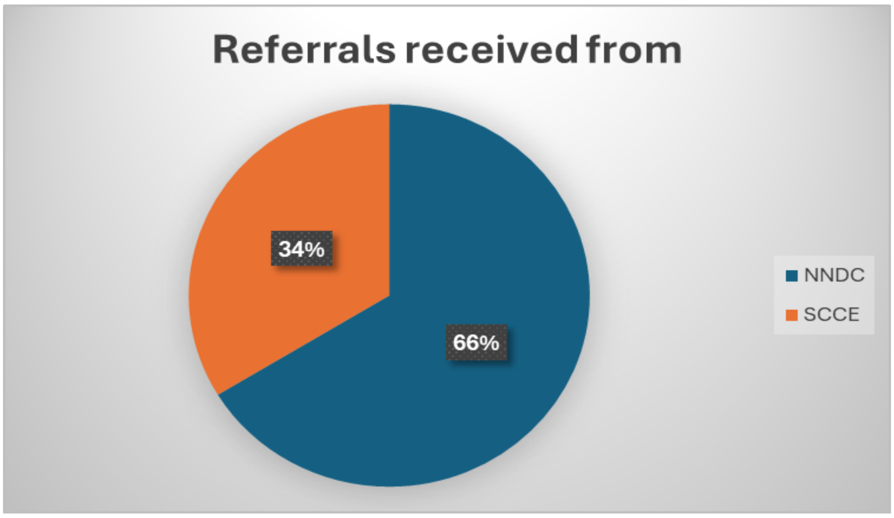
Closed reason	Total	%
Contribution	5	9.6%
Refused to provide finance info	10	19.2%
works impact/disruption	0	0.0%
work privately	2	3.8%
no response	16	30.8%
equipment	0	0.0%
not adaptable	3	5.8%
referred on	0	0.0%
end of life	3	5.8%
deceased	4	7.7%
LL refused	0	0.0%
other	5	9.6%
Moved	4	7.7%
total	**52**	**100.0%**
Other Q1		
1. Adivce only		
2. not DFG Eligible		
3. Advice only - SF		
4. own request to cancel		
5. Request not DFG Eligble		

Stage cases were closed at during Q1:

Stage case closed at	Total	%
Triage	29	55.8%
Assessment	8	15.4%
Recommendation	5	9.6%
Schedule of works	6	11.5%
Approval	4	7.7%
Total	52	

Referrals for Q1

Total referrals received for Q1



Amount of applicants on income related benefit and immediately eligible for DFG – 49
Amount of applicants not on income related benefit requiring financial assessment - 44

2 Forthcoming Activities and Developments.

3	Meetings attended

NNDC Full Council meeting
Carers Voice, Norfolk & Waveney meeting
Leadership Academy LGA Graduation, Warwick University
Cabinet Pre Agenda meeting
Cabinet Business Planning
LGA Planning Webinar
Local Council Network Planning & Places Webinar: Old buildings, new futures – Renewing heritage buildings
Accommodation Forum, East of England HM Prison & Probation Service
Cabinet Meeting
LGA Conference, Bournemouth

CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

COUNCILLOR ANDREW BROWN - CABINET MEMBER FOR PLANNING AND ENFORCEMENT
For the period June to July 2026

1 Progress on Portfolio Matters.

Development Management

The Development Committee met on 18 June and considered three planning applications and confirmed a Tree Preservation Order. Items included a previously deferred item at Fakenham for a farm shop and associated development, the creation of a new footway with interpretation panels in Poppyland and the erection of a detached garden outbuilding in Blakeney. The Committee will meet again on 18 July and will hear three applications relating to banking facilities at Fakenham. It is expected that major retail planning applications in Holt and a significant Local Plan housing allocation for Norwich Road in Cromer will be heard respectively in August and September.

As noted in the previous update, new regulations including a National Scheme of Delegation will come into effect on 31 October 2026. The regulations will fundamentally change the application types that will come before the Development Committee for determination and likely result in a reduction in the number of items being determined by Development Committee. Officers are working with the Constitution Working Party on the required changes to the Council's Constitution that will enable the National Scheme of Delegation to be implemented. The revised constitution is expected to be heard by Full Council in September 2026.

Recruitment is nearing completion for four new posts in the Development Management Team to meet the increased demand. At the time of writing, offers have been made for all posts i.e. 2 x Senior Planning Officers, 1 x Planning Officer / Trainee Planning Officer and 1 x Household Planning Assistant. Interviews were positive and the expectation is that we will be filling these new posts shortly. The recruitment drive has been successful, with a fresh approach and new ideas attracting planning officers to NNDC. This much needed capacity will help our service deliver at a time of a surge in planning application numbers and complexity with the service aiming to maintain its excellent performance. We look forward to welcoming the new officers into their roles at the Council.

Planning Policy

The team continues to put in place the building blocks for undertaking the **Local Plan Review** and meeting early requirements under the Governments new plan-making system.

Recruitment is underway for 1 x Planning Policy Manager, 1 x Senior Planning Policy Officer and 1 x Planning Policy Officer to fill vacant positions and to meet the challenges of a 30-month delivery of a new Local Plan, with interviews taking place in July.

On 6th July, Cabinet agreed to dissolve the **Planning Policy & Built Heritage Working Party** and to the creation of a new **Local Plan & Conservation Task Group**. The purpose of the Task Group is to provide governance, oversight, and direction for the Local Plan Review and to make decisions at defined stages of plan preparation within its authority delegated by Cabinet. It will also oversee and endorse the preparation and adoption of Conservation Area Appraisals and Management Plans and other relevant policy-related issues pertaining to the built and natural environments and relating to the Conservation, Design and Landscape Service.

On 30 June 2026, the Council gave the required **notice of intention to commence a new local plan** under the new plan-making system. Alongside this, the Council was also required to **publish a timetable** for preparing the new Local Plan. The timetable provides an initial estimation of the dates for meeting the key stages of plan preparation under the new plan making system and within 30-month plan preparation timetable.

The formal 30-month plan making timeline is expected to start by or before 31 October when the Council passes through the first Gateway test, which is a self-assessment of readiness to begin plan making.

In order to provide meaningful early engagement in the plan-making process, a statutory **Scoping Consultation** is taking place between 20 July to 31 August to invite representations on what matters the new Local Plan should address and how future engagement on the plan should be carried out. This consultation stage provides the local community and other key stakeholders with the opportunity to have their say at the very start of the plan-making process.

A '**Call for Sites**' is being carried out as part of early work to prepare the new Local Plan and to inform future decisions about which areas may be appropriate for development in the Local Plan. It provides an opportunity for landowners, developers, agents and members of the public to suggest land that could be considered for a range of uses, including housing, employment, infrastructure, open space, community and other uses.

A first round was held between Monday 1 June 2026 and Monday 13 July 2026. A second round commenced on 20 July 2026 in tandem with the Local Plan Scoping Consultation.

The Council will assess all submitted sites to understand their suitability, availability and development potential.

The team have recently commissioned a **North Norfolk Design Guide**

Update, intended to support the new Local Plan as a 'Supplementary Plan'. This will include a review of the existing Design Guide to identify which elements need updating and where and how new guidance can be introduced.

A **Landscape Capacity Review** has also been commissioned to provide a robust review of the capacity to accommodate growth within the Norfolk Coast National Landscape, including Heritage Coast and Undeveloped Coast designations, and to review the locally designated 'Undeveloped Coast' extent and boundaries to ensure the designation remains appropriate.

Further evidence expected to be prepared as part of the Local Plan Review is detailed on page 39 of the Scoping Consultation document.

The proposed **Tunstead & Sco Ruston Neighbourhood Plan** has been submitted for independent examination. The examination will enable the Plan to be tested to ensure it conforms to the required 'Basic Conditions', and the appointed examiner will make recommendations to us on the Plan's suitability to move forward to a future public referendum. Before the examination begins, there will be an opportunity for public to comment. A six-week consultation period is anticipated to commence in early September.

Planning Enforcement

1. Case Volume and Workload Analysis

During the current calendar year, the Planning Enforcement team has opened 236 new cases. While the team's historical annual average is 360 cases, the current rate of incoming reports indicates a projected total of 450 cases by the end of the calendar year.

This sustained increase in demand has significantly impacted individual officer workloads. The team currently manages 281 active cases, which sits noticeably above our target. After reviewing individual caseloads, it appears that approximately 20% of these cases are eligible for closure. To address this a dedicated 'case-closure day' has been scheduled, allowing the team to focus exclusively on concluding these matters.

2. Age Profile of Active Cases

The vast majority of outstanding work remains current, with active cases heavily concentrated in the last two calendar years. Legacy issues have been largely resolved, leaving only a small number of historic files.

The breakdown of the 281 active cases by year of origin is detailed below:

2014:1
2016:1
2019: 1
2020: 4

2021: 3
2022: 4
2023: 14
2024: 32
2025: 76
2026: 145
Total cases: 281

The primary objective moving forward is to progress the 2025 and 2026 cases to a formal conclusion.

3. Enforcement Notices and Monitoring

A total of 10 formal enforcement notices have been served during this calendar year. Of these, four notices were issued in June, targeting the following breaches:

11-13 Norwich Street, Fakenham: Unauthorised installation of uPVC windows within a designated Conservation Area.

11-13 Norwich Street, Fakenham: Unauthorised installation of a roller shutter door within a designated Conservation Area.

Coastal MOT centre, Sheringham: Service of a Section 215 (Untidy Land) Notice on the MOT Centre, addressing an adverse visual impact at a prominent gateway to the town centre.

Sutton Hall, Sutton: Unauthorised use of property for holiday let activity.

Alongside formal enforcement action, proactive compliance monitoring remains ongoing across the district. A particular focus is currently directed toward the large-scale development on Overstrand Road, Cromer.

Conservation, Design and Landscape

- Following the departure of one of the Council's part-time Senior Landscape Officers (Ecology), his upgraded full-time post was recently advertised and interviews held. Unfortunately, however, it has not been possible to make an appointment due to the candidates not possessing the required skillset for a senior position. We are therefore going out to advert again in the hopes of attracting new interest in the post. In the meantime, the section remains under significant pressure to deliver on its ecological obligations.
- In response to an information request from natural England, CD&L recently completed a response table outlining the current and proposed conservation measures within the River Wensum and Broads SAC. This response will feed into the Environmental Delivery Plan for the area which will form the basis for delivering the Nature Restoration Fund. This will offer developers a more streamlined way of mitigating nutrient loads from their developments. In essence, developers are charged a levy which is then pooled to deliver nature restoration at a more strategic scale, thus

saving them from commissioning their own site-specific mitigations.
2 Forthcoming Activities and Developments.
July 16 Development Committee 22 Full Council
3 Meetings attended
Dates for past meetings: June 18 Full Council 19 Development Committee 22 Pre Cabinet and Business Progress 30 Constitution Working Party July 1Norfolk Environmental Credits

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CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

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

For the period June to July 2026

1 Progress on Portfolio Matters.

Licensing

During June 2026, the Licensing Team successfully delivered a major review of the Statement of Licensing Policy which will be put before Licensing Regulatory Committee on 8 July.

	April	May	June	Total
Adult Gaming Centre	0	1	0	**1**
Animal Activities	2	3	4	**9**
Camping Site	0	1	0	**1**
Caravan Site	0	0	2	**2**
Exempt Caravan Site	0	1	0	**1**
Fit and Proper Person	0	0	1	**1**
Gambling Club Machine Permit	0	0	1	**1**
Gambling Premises Notification	1	1	0	**2**
Gaming Permit - FEC	0	4	0	**4**
Hackney Carriage Operator	0	3	1	**4**
Hackney Carriage Vehicle	8	14	20	**42**
House to House Collection	1	3	0	**4**
LC Animal Franchise	1	0	0	**1**
Lottery - Small Premises	17	12	15	**44**
Pavement Licence	4	32	16	**52**
Personal	7	7	6	**20**
Premise Licence	45	32	47	**124**
Private Hire Operator	0	4	1	**5**
Private Hire Vehicle	27	28	57	**112**
Skin Piercing Practitioner	6	1	1	**8**
Skin Piercing Premises	3	0	0	**3**
Street Collections	4	2	3	**9**
Street Trading	1	0	0	**1**
Taxi Driver	11	75	40	**126**
TENS	33	46	46	**125**
Total	171	270	261	**702**

Civil Contingencies

Incident coordination re contamination at Walcott beach
Incident coordination and Tactical Coordination Group representation re extreme hot weather
Preparatory work re NRF Evacuation Portal, Tactical Flood Plan refresh and Rest Centre Plans refresh undertaken with British Red Cross, Highways and Great Yarmouth Borough Council
Business Continuity Management Business Impact Analysis refresh, sense-checks underway
Safety Advisory Group, Cromer Carnival second meeting - traffic management focus
Advice, information and guidance to event organisers re severe hot weather - one event postponed

Environmental Protection

The new and updated Housing Health and Safety Rating System (HHSRS) and its associated new statutory guidance officially came into force on June 23, 2026. The EP Team's Housing Senior EPOs have adopted this, carrying out assessments using the online tool, with the intention of switching to an integrated tool within the Assure complaints management system in August.

There has been high occupancy of the Cromer TSP over recent weeks, in addition to the usual near full occupancy of Fakenham. There were some behaviour and trespass issues with one of the groups in Cromer, but intervention by Officers regarding the behaviour, and agreement with the landowner to install fencing, resolved the issues. There was also a high rent collection.

We have had three large scale fly-tips within the district (two in the same place in Ludham, and one in Knapton). Evidence is being gathered in support of PACE interviews in conjunction with the other authorities and Police.

Following the motion to the March 25th Council Meeting, a paper is being submitted for consideration by Cabinet on the 7th of September, regarding increasing the Fly-Tipping, littering, and Household Waste Duty of Care FPNs to the respective statutory maximums of £1,000, £500, and £600. Supporting Comms activities are underway, with Business Waste Duty of Care checks undertaken by teams within EH&L during inspections of businesses.

The team are working with the Police to target ASB breaching the vehicle-related ASB PSPO in Cromer, and hoping to issue fixed penalty notices upon receipt of ASB Breach Reports from the Police.

Officers and Members attended a public meeting at Great Snoring to discuss on-going fly issues in the village. Work is on-going to identify the source of the problem.

The following table and commentary identifies and discusses the absolute and relative change in service demand between May and June:

June 2026 vs May 2026 comparison

Category	May 2026	June 2026	Change	% Change
Total	193	221	+28	+14.5%
Enviro Crime Total	63	67	+4	+6.3%
Abandoned Vehicles - Occupied Land	1	3	+2	+200.0%
Abandoned Vehicles - On Road	15	9	-6	-40.0%
Dogs - Roaming & Fouling	2	3	+1	+50.0%
Fly Tipping - Private Land	2	3	+1	+50.0%
Fly Tipping - Public Land	43	47	+4	+9.3%
HHSRS Total	4	5	+1	+25.0%
Housing Complaints Total	9	16	+7	+77.8%
Nuisance Total	66	102	+36	+54.5%
Planning Consultations Total	36	29	-7	-19.4%
PWS Sampling Total	15	2	-13	-86.7%
Dogs - Fouling	N/A	2	N/A	N/A

Between May and June 2026, the Environmental Protection Team recorded an overall increase in workload from 193 to 221 cases, representing a 14.5% increase. Key areas contributing to this rise included Nuisance complaints (+54.5%), Housing Complaints (+77.8%), and Abandoned Vehicles on Occupied Land (+200%). Environmental Crime cases also increased by 6.3%. Areas showing a reduction included Abandoned Vehicles on Road (-40.0%), Planning Consultations (-19.4%), and PWS Sampling (-86.7%). Fly Tipping incidents increased modestly, with Public Land cases rising by 9.3% and Private Land cases rising by 50.0%, although the latter was from a low baseline.
Overall, June saw a notable increase in demand across several service areas, particularly nuisance-related and housing complaint investigations.

The following table and commentary identify and discusses the absolute and relative change in service demand between last month and June 2025:

June 2026 vs June 2025 comparison

Category	June 2025	June 2026	Change	% Change
Total	199	221	+22	**+11.1%**
Enviro Crime Total	43	67	+24	**+55.8%**
HHSRS Total	5	5	0	**0.0%**
Housing Complaints Total	5	16	+11	**+220.0%**
Nuisance Total	89	102	+13	**+14.6%**
Planning Consultations Total	31	29	-2	**-6.5%**

PWS Sampling Total	26	2	-24	**-92.3%**

Compared with June 2025, overall EP activity in June 2026 increased from 199 to 221, which is an 11.1% rise. The most notable increase was in Housing Complaints, which rose from 5 to 16 (+220.0%), followed by Enviro Crime at +55.8%. Nuisance also increased by 14.6%, while HHSRS remained unchanged at 5.
In contrast, Planning Consultations saw a small reduction of 6.5%, and PWS Sampling dropped significantly from 26 to 2 (-92.3%). Overall, the data suggests higher demand in complaint-led workstreams in June 2026, particularly housing and environmental crime matters, while consultation and sampling activity were lower than in the same month the previous year.

The overall commentary for both sets of data is that whilst the may to June 2026 increases are broadly to be expected at a busy time of year for service demand:

- The overall number of Planning Consultations reaching the EP Team is down between months, with perhaps a slight backlog in validations;
- The number of PWS samples taken is reduced due to annual leave, and also the Environmental Rangers tackling increased Environmental Crime, such as the aforementioned large-scale fly-tips, and also abandoned vehicle demand;
- The considerable increase in nuisance complaints may be linked to the extremely hot weather conditions;
- Housing complaints have vary significantly and unseasonably and increased between months and years, which must be at least partly attributable to the Renters Rights Act, and publicity surrounding it.

Public Protection (Food Safety and Health and Safety)

The table below demonstrates the total number of food business in North Norfolk with each Food Hygiene rating at the end of each quarter over the previous year.

FHRS Summary	**5**	**4**	**3**	**2**	**1**	**0**	**Total**
Apr-Jun 2025	1358	148	38	18	8	2	**1572**
Jul-Sep 2025	1277	151	35	16	7	1	**1487**
Oct-Dec 2025	1268	149	42	16	6	1	**1482**
Jan-Mar 2026	1270	148	42	18	4	0	**1482**
Apr-Jun 2026	1310	152	46	15	4	0	**1527**

Food hygiene standards across North Norfolk remain consistently high, with approximately 86% of food businesses achieving the highest Food Hygiene Rating Scheme score of 5 throughout the April 2025 to April 2026 period. The number of businesses receiving ratings of 0–2 has continued to decline, reducing from 28 to 19 establishments, and no businesses were rated 0 by the end of the period. This indicates ongoing improvements in compliance and the effectiveness of regulatory interventions. While there has been a modest increase in businesses rated 3 and 4, these remain a relatively small proportion of the overall food business population, and the district continues to demonstrate strong levels of food hygiene compliance overall.

The table below presents the enquires received and the interventions undertaken by the team in June 2026

Total	184
Food: Advice/Complaint	40
Food: Approved Products	1
Food: Attestation/Export Certificates	1
Food: Inspections	50
Food: Inspections Abortive	7
Food: Questionnaires	1
Food: Questionnaires (out of scope)	19
Food: Registrations	25
Food: Revisit / FHRS Rescore	6
Food: Sampling	13
H&S: Accidents	11
H&S: Advice/Complaint	3
Other: Cooling Towers	1
Other: Infectious Diseases	3
Other: Notifications	3

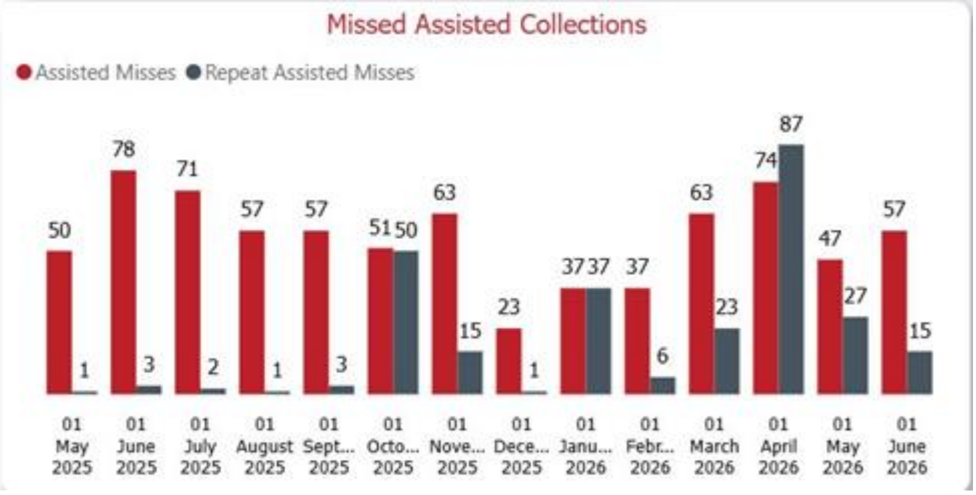
Environmental Services.

The team have been working closely with Serco to respond to the high numbers of visitors (due to the good weather) to the seaside resorts. Additional resources are been allocated to key locations and impact is being carefully monitored by the team.

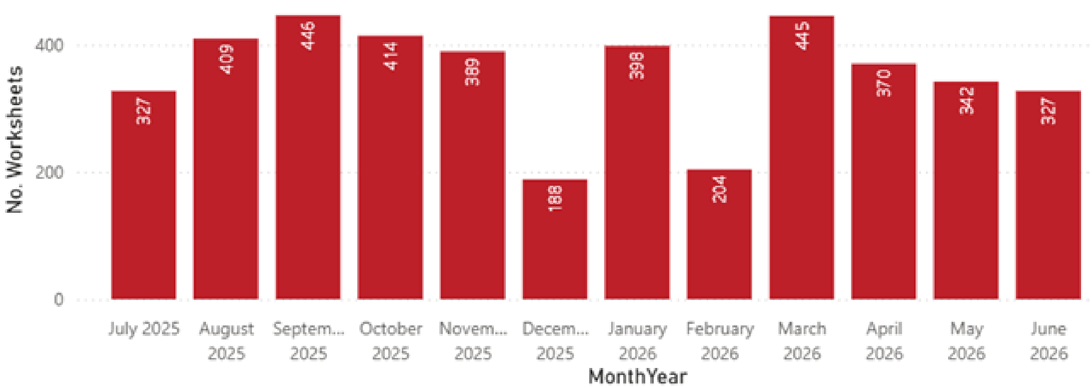
Work is progressing on the Domestic Food Waste project, with particular attention being given to the depot provision and revenue costs of the on-going service.

The kerbside collection of small electrical items and batteries remains suspended. Options are still being explored with Breckland District Council and West Norfolk and Kings Lynn Borough Council, a suitable collection company is proving difficult to find. Collections of small electrical items and batteries have resumed at Norfolk County Council Household Waste Recycling Centres.

Resdients who previously returned used hypodermic needles, including cytotoxic or cytostatic waste to their Doctors surgery, may have noticed a change in this service. Alternative arrangements have been made with several local pharmarcies accepting this waste or alternatively those impacted by this change can contact Serco to arrange a specialist collection 0330 109 9220.



Missed Bins by Day



Complaints

Relative Date

Last | 6 | Months

Dates Between

01/01/2026 | 03/07/2026

09/01/2026 - 08/07/2026

WorksheetSubject	Apr 26	May 26	Jun 26	Total
Complaint - Streets			4	4
Complaint - Damage	3	2	2	7
Escalation Worksheet - Waste	1	5	5	11
Complaint - Garden	10	7	15	32
Complaint - Bin Delivery	16	13	17	46
Complaint - Recycling	25	11	17	53
Complaint - Trade	29	10	24	63
Complaint - Refuse	26	30	24	80
Escalation Worksheet - Bin Delivery	59	44	35	138
Total	**171**	**123**	**143**	**437**

WorksheetSubject	Apr 26	May 26	Jun 26	Total
Escalation Worksheet - Waste	2.00	9.40	14.40	11.00
Escalation Worksheet - Streets	0.50	1.00		0.67
Escalation Worksheet - Bin Delivery	3.68	2.11	3.53	3.13
Complaint - Trade	3.17	5.60	3.71	3.76
Complaint - Streets			1.25	1.25
Complaint - Refuse	2.69	4.80	4.87	4.13
Complaint - Recycling	2.44	3.45	5.53	3.64
Complaint - Garden	10.40	3.29	5.33	6.47
Complaint - Damage	3.00	11.00	3.00	5.67
Complaint - Bin Delivery	3.88	2.62	4.67	3.77
Total	**3.61**	**3.72**	**4.71**	**3.99**

2 Forthcoming Activities and Developments.

3 Meetings attended

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CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

COUNCILLOR RINGER CABINET MEMBER FOR IT
For the period June to July 2026

1 Progress on Portfolio Matters.

- LGR has massive implications for IT as it underpins the delivery of almost everything we and the County Council do. The IT workstreams have sub – divided into another 10 workstreams (initial 15 but reduced following vigorous challenge). The impact on IT now and for the next 5-7 years at least will be enormous. Meetings have began to kick off for most of the workstreams and threaten to overwhelm IT staff or draw on the LGR reserve to support BAU to minimise restriction on new developments in the next few years. Regardless some of the workstreams we will just keep an eye on rather than fully participate (some like Social Care IT systems are not NNDC expertise anyway)
- Updates to parking permits form – customers can now self-serve online all functions
- Relative and unpaid carers CTAX discount form complete
- Creation of coastal maps for Coastwise
- Various website content updates for council services
- Call For Sites systems now live to the public and being used
- Publication of requested LGR information for internal use

- M3 Trade Waste module has now been de-supported; Service decision to adopt bespoke solution to manage this going forward. Although de-support has now happened, new solution (named Bindex) still not been developed by EH service. There was a deadline of the 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 de-supported software.
- First snapshot of encrypted LIVE database copied across into testing environment. Complex the first time but will be subsequently straight forward for future runs. Similar complexity will be encountered when initially updating other two testing environments.
- GDPR article 30 returns have now been completed by all NNDC departments. Of the 32 Eastlaw have so far signed off on 18 of these.
- Member Community Grant form now live.

2 Forthcoming Activities and Developments.

- Online form integration with Customer Service software
- Substantial work has now been undertaken on the Digital & Data Commercial & Contract / General Service Applications sub-workstream. The sub-workstream has now begun to meet in earnest with substantial resource being directed to working with County to define future technology states for the three new authorities. Representatives from all districts will be a contributing part of this sub-workstream which NNDC is leading on.
- Attendance on 9 other workstreams
- 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. Still unclear on the precise level of anticipated resource required to meet
- Works to accommodate Film Crew by reconfiguring desk space
- Roll out of new Wi-Fi equipment
- Identifying stale data & sensitive info in preparation for project to copy relevant data to sharepoint from Libraries
- Election support

3 Meetings attended

- LGR Workstream meetings –
  - Digital & Data Commercial & Contract / General Service Applications sub workstream
  - Overarching Digital & data workstream
- SERCO regarding online waste forms and Whitespace updates
- Trade Waste M3 replacement meeting.
- Iken cloud migration meeting
- Benefits data encryption meeting
- Finance/ICT Apps liaison meeting.

- Planning/ICT Apps liaison meeting.
- LGR Applications sub-workstream meet.
- Environmental Health/ICT Apps liaison meeting.
- Kick-off meeting for DR Audit
- Digital Skills knowledge sharing with NCC
- Cromer Film project meeting

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CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

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

For the period June to July 2026

1 Progress on Portfolio Matters.

Finance

- The 2025/26 accounts were closed, and the Outturn position was reported to Members in the July committee cycle. The position provided detailed variance information and outlined the surplus of £0.354m, it was recommended that this surplus was transferred to the New Burdens reserve.
- Following on from the closure of the accounts, the Council's draft Statement of Accounts were prepared and published on the 30 June in line with statutory deadlines.
- The finance team welcomed the new Chief Technical Accountant who started in June.
- The team continue to feed into the LGR process, providing information and support to various workstreams.

Estates

Vacant Property:

- Cornish way. Roof leaks are preventing letting and a roof replacement tender process is progressing. Enquires regarding the vacant units are logged for future lettings
- 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 some current interest.
- Donkey Shelter –Investigations regarding future opportunities for the building continues.

Leases:

- Approx 77 lease cases in progress or planned.
- Lease negotiations for the RNLI and Rocket House Café at the Rocket House continues along with the covenant holder.
- Formalising the short-term agreement for car parking at Gold Park continues to be delayed as officers await a decision from the Landlord.
- Cabinet have approved a disposal of the Marrams Bowls Club to the tenant and negotiations will now be finalised. Suffield Park bowls club is on hold.

- Lease renewal negotiations for industrial unit at Catfield, Cornish Way with rental increases are progressing following initial rent assessment.
- Cromer Council office – 1 lease renewal negotiation is in progress and a short term new occupation agreement is in negotiation.
- Utility lease for the FLASH project has completed.
- Cabbel Park, football ground and car parking lease renewal is in progress.
- 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 following some additional negotiation is nearing completion.
- Happisburgh car park lease – Agreement for lease in place subject to NNDC completion of the car park work.
- 2 further easements requests across the district for utility supplies across Council land have been received and are in negotiation. Terms have been agreed for 2 sites with solicitors progressing.
- Funding agreement for works at Itteringham Shop, legal terms is in negotiation.
- Around 12 retail/food trader licences lease renewals to be commenced shortly including rent review.
- 5 Shared equity lease assignments and 2 staircasing transaction in progress.
- Providing support to Economic Growth regarding E-tips project and Environmental services regarding waste service and land ownership investigations.

Disposal:

- There are approx. 115 disposals cases opportunities or in progress.
- Enabling land at Sheringham. A range of alternative options has been investigated and presented.
- 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. Providing support with possible land acquisitions.
- Supporting Housing with purchase of additional properties. 1 further property has completed in Sheringham. 5 properties now 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.

<u>Revenues</u>

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!
- We are in the top quartile (top 25%) nationally (which is within the top seventy-three local authorities out of 295).
- We finished 14th out of 295 local authorities nationally.
- We are within the top 4-5% best collectors nationally.
- We are also fourth best collectors out of the Eastern region of forty-five local authorities.

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!
- We are in the top quartile (top 25%) nationally (which is within the top seventy-three local authorities out of 295).
- We finished 11th out of 295 local authorities nationally.
- We are within the top 3-4% best collectors nationally.
- We are also second-best collectors out of the Eastern region of forty-five local authorities.

Collection for 2026/27 as of 30 June 2026.

The Council Tax collection was 28.87% against the 30 June 2026 target of 28.85%. We have a small excess in collection to target of 0.02% which is around £31k. To date we have collected over £33.42m to date.

The NDR collection was 28.94% against the 30 June 2026 target of 29.00%. We have a small shortfall in collection to target of 0.06%, which is around £20k. To date we have collected over £9.71m to date.

Property Services

Property Services continue to progress a wide-ranging programme of improvement, maintenance and refurbishment works across the district, with current activity focused on public realm improvements, coastal assets, car parks, public conveniences, temporary accommodation and energy efficiency projects.

Key areas of current work include:

- **Public realm and coastal improvements** – Works are progressing at The Leas, including improvements to the amenity area, boating lake shelter, redundant water feature, lower promenade, signage and related public realm enhancements. Further works are being added to the programme around the eastern promenade.
- **Cromer Pier and associated assets** – The next phase of pier substructure works is being developed, including the dry riser system

recommended by Norfolk Fire and Rescue Service. Tender activity is planned for pile base encasements and main steel works, with works expected to start in January 2027. Scoping has also commenced for the pier auditorium refurbishment, with procurement support in place.

- **Parks, play areas and open spaces** – Current work includes accessible play provision at Holt Country Park, play area equipment installation across Cromer, Sheringham, Stalham, North Walsham, Fakenham and Wells, and preparation for equipment removal at the FLASH site. Scoping and design work is also ongoing for the Marrams sunken gardens.
- **Building and asset refurbishment** – Programmes are progressing for the Watch House, Rocket House, North Lodge Park, Melbourne Slope, Doctors Steps, the Donkey Shelter, chalet refurbishments in Cromer, and repair works to Cromer church boundary wall.
- **Public conveniences** – Refurbishment and efficiency works remain a key area of focus, including works at Holt Country Park, feasibility work for new provision in Stalham, and the wider public convenience efficiency programme, which is being developed with input from planning, building control and structural engineering colleagues.
- **Energy efficiency and decarbonisation** – Work is ongoing to identify suitable locations for inclusion in the public convenience efficiency programme. Further energy-related projects include improvements at Holt Road offices, roof and energy efficiency works at Cornish Way industrial units, and solar and air source heat pump proposals at 46 Lawson Way, Sheringham.
- **Temporary accommodation** – The temporary accommodation housing portfolio continues to grow, with 32 units currently held and further acquisitions expected. Major refurbishment works are due to commence at 46 Lawson Way, Sheringham, including asbestos removal, solar installation and the Council's first air source heat pump.
- **Car parks and EV infrastructure** – Tender documentation is being finalised for the district-wide car park refurbishment scheme, likely to include sites in Cromer, Sheringham, North Walsham and Wells. Current car park activity also includes surface improvements, entrance works, EV charging provision and ongoing maintenance of the Council's parking estate.
- **Operational compliance and staffing** – Property Services staff have received external training and PPE in relation to damp and mould recognition and treatment under Awaab's Law. Recruitment to the Asset Management Officer post has also been completed, with the postholder due to start in late August.

2 Forthcoming Activities and Developments.

Finance

- Recruitment has started to bring in a new fixed term post - Chief Financial Accountant.

- After the completion of the draft statement of accounts, the team will continue to compile the detailed working papers to support the external audit process which is schedules for the autumn.
- The first forecast outturn position is due for completion at the end of July, period 4. This will provide members with an initial budget monitoring position for 2026/27 along with any relevant updates and recommendations.

Revenues

Action Plans

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

Ebills for 2026/27 as of 30 June 2026.

ebills increased to 19.03% customers for Council Tax and 17.10% for Non-Domestic (Business) Rates.

Second Homes Work

We continue to deal with enquiries relating to second home premiums and to reduce avoidance of the premium.

We continue to receive FOIs regarding second homes.

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 revenue 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 Executive.

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
- Non-Domestic (Business) Rates Moves
- Council Tax Application for Single Persons Discount
- Non-Domestic (Business) Rates Set up a Direct Debit
- Council Tax Set up a Direct Debit
- Council Tax Offer of Payment Arrangement
- Council Tax Notification of Death
- Non-Domestic (Business) Rates 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
- Council Tax Severe Mentally Impaired form.
- Online ebills sign up form.

Property Services

Property Services are supporting wider Council priorities, including preparations for the arrival of a film production company on 27 July, which involves temporary staff relocation and preparation of the overflow car park for trailers and containers.

Regular liaison is also continuing with the RNLI project delivery team to support the planned return to the Sheringham boat station. The RNLI intend to use the local supply chain through open tender, with an operational return targeted for May/June 2027.

3 Meetings attended

- LGR Knowledge Exchange - County Council Finance – providing the districts with an overview of current County Council finance and funding streams. This aimed to provide better context to finance workstreams.
- Norfolk Joint Finance LGR event bringing together all the finance workstreams and to meet colleagues at other authorities.

CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

COUNCILLOR JOHN TOYE - CABINET MEMBER FOR SUSTAINABLE GROWTH
For the period June to July 2026

1 Progress on Portfolio Matters.

UKSPF and REPF: completion, impact and legacy

The UK Shared Prosperity Fund and Rural England Prosperity Fund programmes are now in their closure and legacy phase. Delivery activity has essentially concluded, with the Electronic Tourist Information Points (see below) being the final project to be implemented.

The programmes deliverd in North Norfolk provided a significant platform for practical local investment, supporting businesses, residents, community organisations, town centres and the visitor economy. Several elements of the programme are intended to be extended in the coming year, delivered in partnership using other funding sources. A report will be published, illustrating the impressive spread of project outcomes, using infographics.

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Electronic Tourist Information Points

The Electronic Tourist Information Point (eTIP) project will be an important visible legacy from the programme, as well as providing an agile modern alternative to the former Tourist Information Centres. The scheme brings together Visit North Norfolk (VNN) and a range of partners to provide digital information points across the District. Five installations at Greater Anglia stations have already been installed, showing, advertisements for local visitor attractions, and this will soon be augmented by a variety of visitor-oriented information and links to further resources. These are designed to help promote local businesses, as well as improve the visitor experience and, importantly, generate income for the local Destination management Organisation (VNN). A further four sites have been granted Advertisement Consent and two more are in train; the procurement of these display screens and their installation is planned for later this summer. The use of the screens will be monitored and the content will evolve in response to the data gathered.

Economic Growth activity for 2026–27

Following the completion of the UKSPF and REPF programmes, and in the absence of further government-funded initiatives, the Economic Growth team has formulated its service plan for 2026–27 around the areas where the Council can continue to add value as an enabler, convener, partner and source of practical support. The focus will be on three linked areas:

- business engagement and support
- town centre, high street and hospitality activity
- skills, training and workforce development

Business support will be centred on direct engagement with SMEs, business visits, networking, Growth Hub advice, and ongoing work with partners such as Visit North Norfolk and the emerging Cultural Partnership. This will help maintain the relationships developed through the externally funded programmes and ensure that local business intelligence continues to inform future activity.

Town centre and hospitality activity will continue through the North Norfolk High Streets Matter initiative (in partnership with Norfolk County Council), with further delivery planned in Cromer, Holt and Wells-next-the-Sea. This will sit alongside a ‘Retail Excellence’ and ‘Hospitality Matters’ offer, ‘Love Your Market Town’ initiative and the planned ‘Hospitality Uplift and Growth’ scheme, all of which are intended to support local business confidence and improve the visitor and customer experience in key centres.

Skills, employment and workforce development

Skills and workforce development will be a key priority over the next two years. Work with Norfolk County Council, schools, colleges, training providers, businesses and other partners will focus on improving links between employers and education, strengthening awareness of local career opportunities, and helping businesses access relevant skills and recruitment support.

The North Norfolk Skills and Employment Forum (facilitated by NNDC) remains central to this work. It provides a practical forum for partners to share intelligence, identify gaps and develop collaborative responses to local challenges including recruitment, retention, training access and workforce succession planning.

Members are reminded that the Council publishes a monthly newsletter (‘In The Know’), in which the latest business news and events can be found. Here is the link for you to register: Invest North Norfolk

2 Forthcoming Activities and Developments.

Unlocking Apprenticeships: Funding, ROI & Real Business Benefits
Wednesday 15 July 2026
10 am to 11 am
Online
Organised by New Anglia Growth Hub
Unlocking Apprenticeships: Funding, ROI & Real Business Benefits Tickets, Wednesday, July 15 • 10 AM - 11 AM GMT+1 | Eventbrite

North Norfolk Networking Coffee Morning
Monday 27 July 2026
10 am to 11:30 am
Blakeney House, High Street, Blakeney, Holt NR25 7NA
Organised by Blakeney House
North Norfolk Networking Coffee Morning Tickets, Monday, July 27 • 10 AM - 11:30 AM | Eventbrite

North Norfolk Networking Coffee Morning
Monday 24 August 2026
10 am to 11:30 am
Blakeney House, High Street, Blakeney, Holt NR25 7NA
Organised by Blakeney House
North Norfolk Networking Coffee Morning Tickets, Multiple dates | Eventbrite

North Norfolk Networking Coffee Morning
Monday 28 September 2026
10 am to 11:30 am
Blakeney House, High Street, Blakeney, Holt NR25 7NA
Organised by Blakeney House
North Norfolk Networking Coffee Morning Tickets, Multiple dates | Eventbrite

North Norfolk Networking Coffee Morning
Monday 26 October 2026
10 am to 11:30 am
Blakeney House, High Street, Blakeney, Holt NR25 7NA
Organised by Blakeney House
North Norfolk Networking Coffee Morning Tickets, Multiple dates | Eventbrite

North Norfolk Networking Coffee Morning
Monday 23 November 2026
10 am to 11:30 am
Blakeney House, High Street, Blakeney, Holt NR25 7NA
Organised by Blakeney House
North Norfolk Networking Coffee Morning Tickets, Multiple dates | Eventbrite

3 Meetings attended

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

Cleantech East Working Group
North Norfolk Skills & Employment Forum
Bill Cleyndert & Company
GCA Composites
Stody Estate

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CABINET MEMBERS REPORT TO COUNCIL

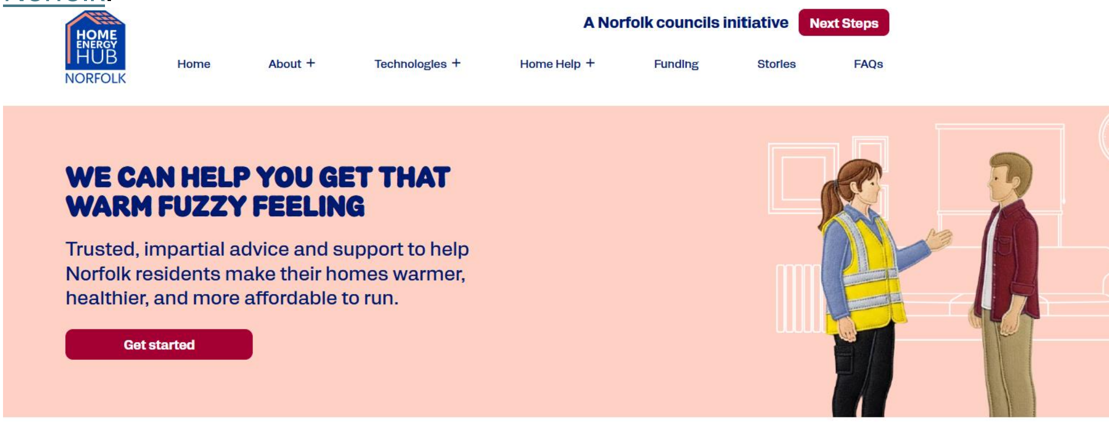
22 July 2026

COUNCILLOR ADAM VARLEY - CABINET MEMBER FOR CLIMATE CHANGE AND NET ZERO
For the period June to July 2026

1 Progress on Portfolio Matters.

Promotion of energy saving grants and technology has taken place at Victory Swim and Fitness Centre and the North Walsham Positivitea event, engaging residents with information helping them to beat the bills and retrofit their homes.

The Norfolk Climate Change Partnership home energy website is now available for residents across Norfolk to access free, unbiased information on how to save money on energy costs Home Page - Home Energy Hub Norfolk.



Two final-year Environmental Science students from UEA prepared reports comparing the methodology used by all the Norfolk Councils to measure their carbon footprints, researched best practice and recommended a way forward to work on collecting and compiling data across authorities in preparation for LGR.

Following a successful first year in partnership with Make My House Green, reported in the last update, the company has been able to increase the discount offered to North Norfolk residents on solar PV and battery installations from £500 to £600.

2 Forthcoming Activities and Developments.

The climate and economic growth teams are gauging interest in a collective buying scheme for north Norfolk businesses for renewable electricity, this should help businesses to lower their energy bills– details will be shared via INN the know and social media.

Electric vehicle charging points are currently being installed at our car parks in East Runton, Overstrand and Mundesley using government grants co-ordinated by Norfolk County Council as part of the plug in Norfolk scheme.

Business cases are currently being developed for retrofit and renewable options at our temporary accommodation and other buildings across our estate.

3 Meetings attended

CABINET MEMBERS REPORT TO COUNCIL

June-July 2026

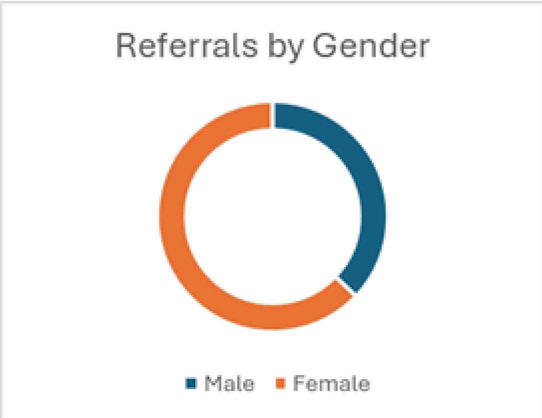
COUNCILLOR LIZ WITHINGTON - CABINET MEMBER FOR COMMUNITY, LEISURE & OUTREACH
For the period June to July 2026

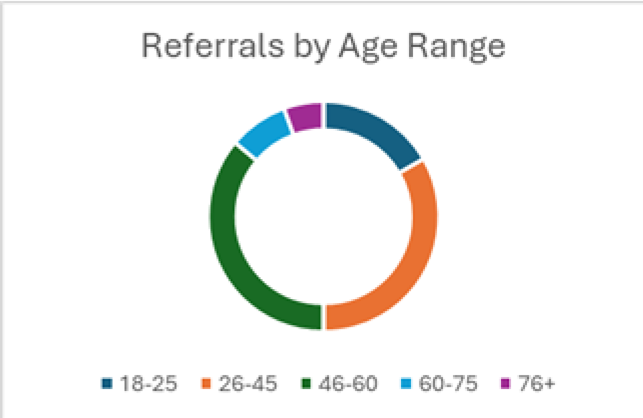
1 Progress on Portfolio Matters.

COMMUNITY OUTREACH

Homelessness Prevention

During June, the team assisted **36** residents threatened by, at risk of, or experiencing homelessness.





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 Citizens Advice, Cromer Community larder, Cromer Community shed, Cromer Library, The Foodbank , NNDC Early Help & prevention Team, St Andrews Church Sheringham Dementia Café, Sanctuary Supported Housing, Empanda, MIND, Healing Harbour, Routes to Employment, Tech Skills for Life, SSAFA, Age UK Norfolk & NCC Public Health.

Homelessness Prevention Case Study

Miss K is a Portuguese lady who is non-verbal, she communicates by writing on a pad and texting. She was being evicted from her shared house and has been a victim of bullying and theft from previous workplaces. She has multiple health issues and has lost her confidence in socialising.

Miss K decided to move out of her home early, reject the offer of temporary accommodation and sleep in her car.

A Community Outreach Officer met with Miss K and established that she was not receiving the benefits she would be entitled to. Applications were completed for Your Choice Your Home (Housing register) and Universal Credit, and guidance on Limited Capability to Work was provided.
The officer supported Miss K to arrange an appointment with the DWP to coincide with her being able to obtain a sick note from her Mental Health nurse.

Shortly after, the Community Outreach Officer was informed by Housing Options that Miss K had been allocated a one-bedroom flat in the area, but that she had turned it down.

The officer realised that, because of the language and communication barriers, Miss K may have not fully understood the situation and arranged to meet with her. Miss K expressed the desire for help, and the officer explained that this would be a permanent home for her and that further offers may be very limited. Miss K confirmed she would like the property, and so support was given to confirm this and to provide the paperwork required to finalise the tenancy.

Miss K is due to move into her new home in July 2026, and the Community Outreach Officer will continue to offer support to help Miss K to settle in her new home.

Falls & Frailty

As of 1 July 2026, we will no longer be delivering the Integrated Care Board led Falls & Frailty programme, following the closure of the pathway.

This service aimed to empower residents to:

- Stay safer in their homes for longer
- Become stronger and more active
- Connect with others
- Improve their income
- Improve their wellbeing

Final numbers for Falls & Frailty:

11th June 2024 – July 1st 2026

Number of referrals: **1493**

Total number of calls: **1886**

Total number of Face-to-Face appointments: **18**

In June, we processed **5** final referrals for North Norfolk residents. None were duplicates and **2** referrals went on to decline the service.

63 initial and follow-up calls were made during June.

Falls & Frailty Case Study

Mrs G tripped and fell, causing injuries to her head that required dressing and two broken wrists. This was her second serious fall, following a fall two years prior that resulted in multiple facial fractures. At this time, it was discovered that she had a heart condition and she has undergone two procedures since this time.

Mrs G had spent a long period of time in hospital and felt her mobility had deteriorated due to muscle wastage in her legs, leaving her quite unsteady on her feet. She had been receiving physiotherapy and usually uses a rollator to mobilise. Due to this most recent fall, she is unable to use her rollator and is being supported by her husband to mobilise. Mr G has health issues of his own and was finding it difficult to support her.

Mrs G has some existing adaptations in the home, but she felt that an extra shower chair to sit on whilst she dries and dresses would be useful.

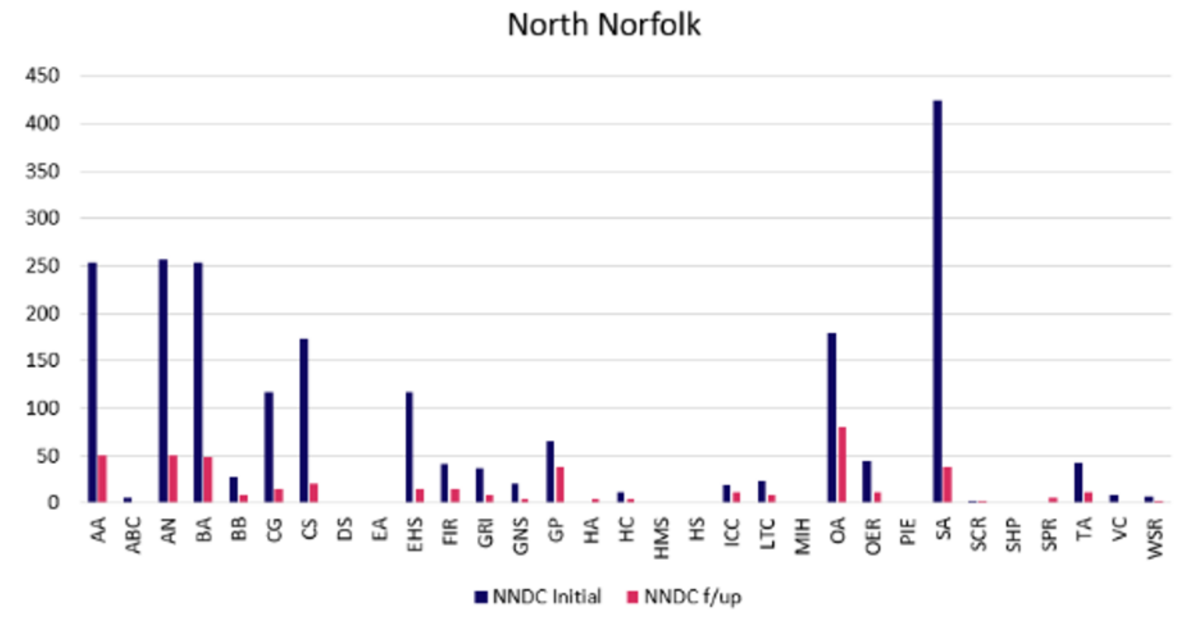
The Community Support Officer discussed safety with Mrs G, including carers passports, emergency plans and key safes. Mrs G explained that a number of tenants within the building have key safes, but she was unsure about access to the main building entrance, although other residents have mentioned issues with the emergency services accessing the building when there are no staff present. Mrs G plans to discuss this with the building manager at the next AGM

To support Mrs G whilst she is healing, a referral was made to rapid response. A referral was also made to Norfolk County Council for a full home assessment and an additional shower stool. This resulted in Mrs G receiving a number of updated and additional aids and adaptations.
Guidance was provided on applying for Attendance Allowance and Mrs G was signposted to Age Uk Norfolk for support with this. If successful in this claim, they would also then be able to make an application for Pension Credit.

A referral to Active Now for the Your Health Norfolk falls prevention programme was made, to be delivered at home, once Mrs G is fully healed.

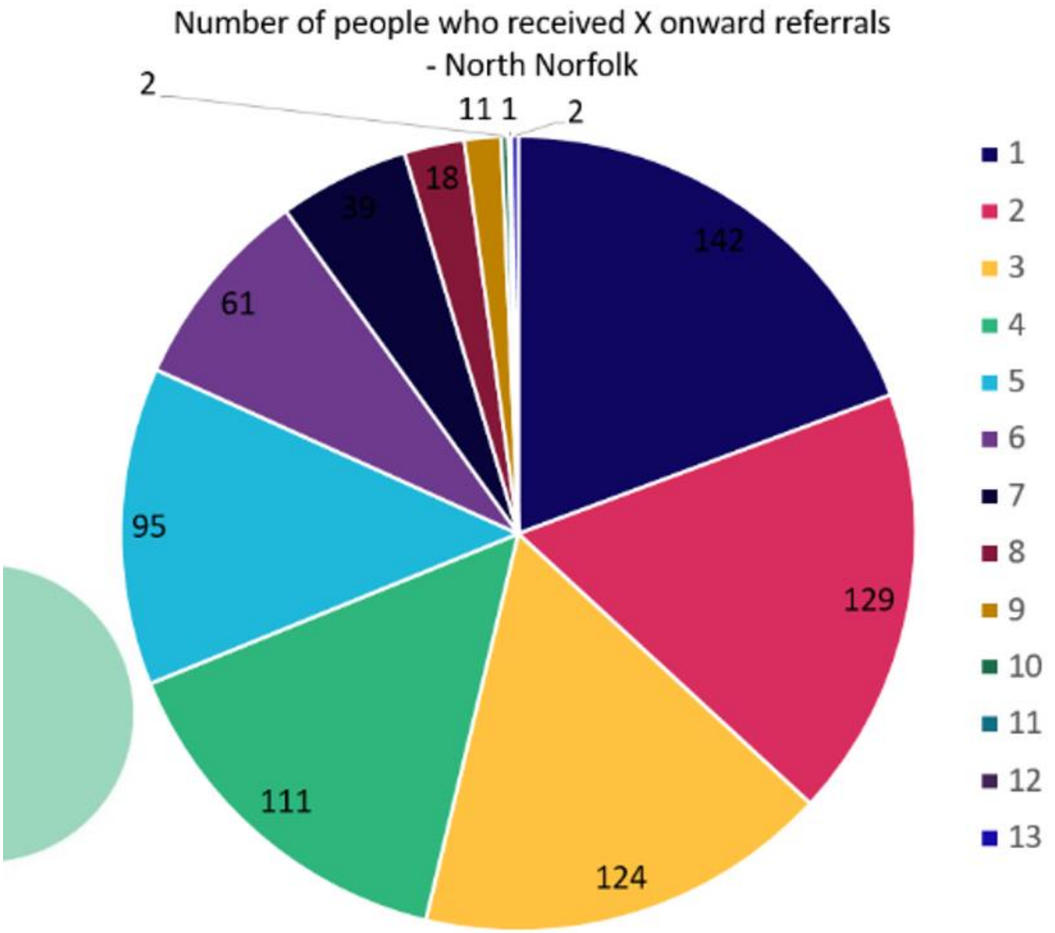
Note: Due to overlapping reporting, the below graphs represent data from the start of the pathway in July 2024 to the end of May 2026. The final project data will be provided in future reports.

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,142 customers have received 3 referrals or actions, 95 customers have received 5 referrals or actions, and 2 customers have received 13 referrals or actions, because of their contact with the pathway.



Promoting Independence

As of July 1st 2026, we will no longer be delivering the Norfolk County Council led Promoting Independence Programme, with delivery being handed over to the Community Action Norfolk consortium.

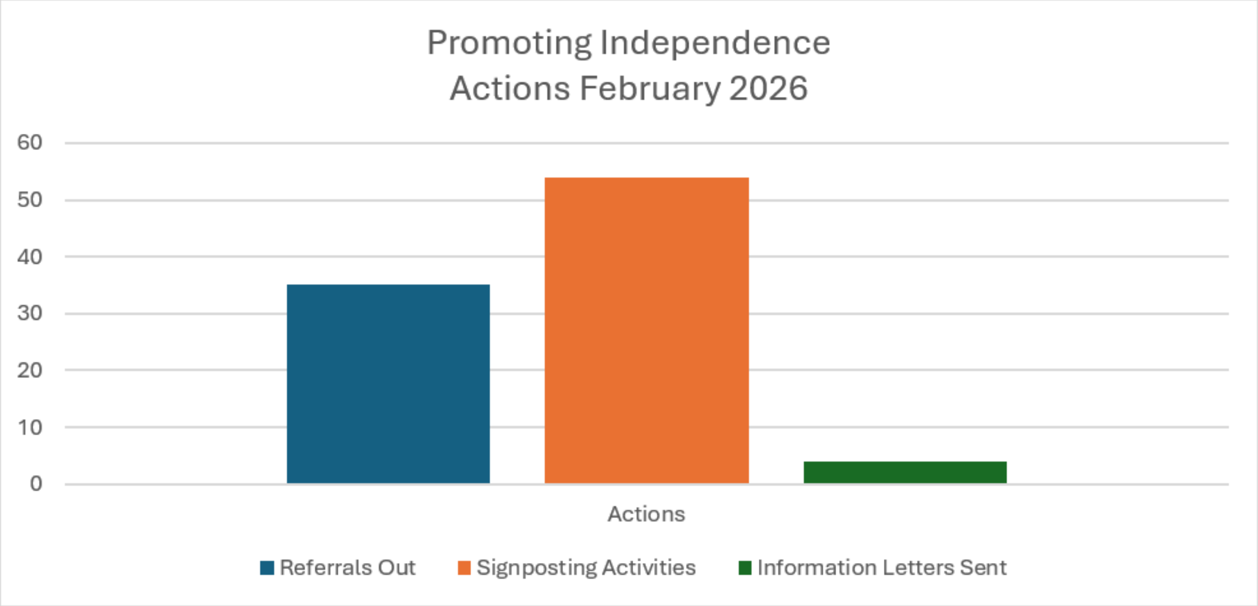
Promoting Independence is a workstream lead by Norfolk County Council which uses Artificial Intelligence to identify residents who may be at risk of falls.

From 24th September 2025 to 30th June 2026 the following was achieved for Promoting Independence:

- 1,064 calls were attempted to 705 residents.
- 537 residents were successfully connected with within 3 attempts whilst 168 were unable to be contacted due to no answer or wrong number.
- 280 residents agreed to a holistic conversation out of the 537 residents connected with.
- 118 referrals were made primarily to Community Action Norfolk (social connection and finance), ICC, Norfolk County Council and to departments within North Norfolk District Council.
- 175 residents were signposted to a wide range of organisations relating to falls, transport, social connections, council services and care support, with prominent signposting to North Norfolk Community Transport, Blue Badge, Carers Matter, SWIFT, Careline, Age UK and NNDC council tax.
- 35 residents were sent further details and leaflets after their holistic conversation.
- Throughout residents were offered support and guidance regarding falls, mobility, social connection, carer needs, transport, finance, housing and health.

In June, **204** customers were contacted (or contact was attempted). Of these, **76** opted into the service, **98** opted out of the service and **30** did not respond to three contact attempts.

Of the **76** customers opting in to the service:



Promoting Independence Case Study

The Community Outreach Officer spoke with Mrs W, the wife and carer of a resident identified by the Promoting Independence workstream, who was seeking support for both her and her husband. Her husband has limited mobility, uses a mobility scooter, and has recently stopped driving. As a result, she now undertakes all driving responsibilities, which has created additional pressure, particularly as he had previously been the main driver. Mrs W also reported having limited respite, with only one two-hour break each week, and described increasing challenges as his health declines due to early-stage dementia.

Mr W had previously benefited from a befriending service, including regular outings, but this support had ended when the befriender moved away. The couple continue to value family time and days out together, and Mrs W currently attends a memory café while encouraging her husband to participate where possible.

The Community Outreach Officer discussed options with Mrs W to support both individuals. Information was provided about North Norfolk Community Transport to help them continue accessing days out together while reducing the driving responsibilities placed on Mrs W.

A referral was also made to CAN for social connections support, enabling them to explore opportunities for companionship, activities and structured time both together and separately. The aim of this is to provide Mrs W with much-needed respite while supporting Mr W's social engagement. Signposting to Carers Matter to explore further respite options and carer support was also provided.

Poppyland Radio Shows:

In June we recorded shows about:

- **Melton Pot:** In late 2025 having identified a need to combat social isolation and loneliness in Melton Constable and inspired by a visit to the Bircham Centre, The Melton Pot was born. Volunteers have worked together to transform an empty shop into a cosy community cafe which is open Wednesday-Saturday 10am to 2pm. Everyone receives a warm welcome at The Melton Pot which operates on a "pay as you wish" basis and if money is a challenge, people can use their "cupcake voucher" scheme where people have "paid it forward" and purchased in advance for someone else to use.
- **Connect to Work:** Connect to Work supports people aged 18yrs and up who live in Norfolk to find and stay in employment. Building on the success of the Working Well pilot, Connect to Work launched at the end of 2025. It's a person-centric programme which supports people experiencing barriers - such as mental or physical ill health, neurodiversity, disability, refugees, care leavers, survivors of domestic abuse and carers - to find the right employment for them. Connect to Work also empowers people to overcome any challenges they may be facing whilst in work. In addition, it supports employers by offering training and advice.
- **Fox Education & Advocacy:** Kris developed a passion for swimming as a child and as an adult describes the hydrostatic pressure of water as being like a hug - excellent for regulating his ADHD. Encouraged by a friend to take the leap and do something he loves, Kris is now the Inclusive Education Specialist, SEND Aquatics & SEND Advocate at Fox Education & Advocacy. His lessons are person-centric, full of fun and innovative. Whether he's helping someone to overcome their fear of water or excel at swimming, Kris uses his learnt and lived experience and connection with people to empower, support and share a love of water-based activity.
- **Veterans Central:** Veterans Central is based at the station headquarters in West Raynham, NR21 7PL and supports veterans, emergency services personnel, the farming community and their families. Based on the 4 Cs - coffee, cake, conversation and company - everyone receives a warm welcome and finds their sense of purpose. People can help with the ongoing renovations, tend the garden, restore heritage items, research military history or simply enjoy the home baked refreshments. Veterans Central is open 10am-3pm Wednesdays, Thursdays and Saturdays and has an annual open day - this year on Sunday, July 19, 2026

PositiviTea Events:

Two PositiviTea events were held in June 2026:

- 16th June in Mundesley

- 25th June in North Walsham

North Norfolk Health & Wellbeing Partnership:

The Partnership met on June the 9th for a workshop around our Partnership Maturity Assessment.
Norfolk County Council presented about the Crisis Resilience Fund (CRF).
The Partnership must complete a proposal for CRF, funding for which is £140,000 across 2026-28.

Updates were given regarding the progress of projects directly funded by the Partnership and those funded via https://www.norfolkfoundation.com/funding-support/grants/groups/north-norfolk-health-and-wellbeing-partnership-fund/

Working Groups updated on their progress and the Partnership is considering refreshing the set up and remit of the Working Groups.

North Norfolk Community Hub:

On June 30th, the North Norfolk Community Hub met in person for the first time to celebrate its first-year anniversary.
22 individuals from a variety of voluntary, charitable and statutory organisations attended such as Age UK Norfolk, North Walsham Good Neighbour Scheme, Menshed, Norfolk County Council, Future Projects, Routes Employment Service, Connect to Work, the Salvation Army and Sheringham Day Services.
Rik Martin, CEO of Community Action Norfolk was our keynote speaker, attendees shared service updates and put forward suggestions for the North Norfolk Community Hub 2026/27.

Culture/tourism

The E-TIP (electronic tourist information point) displays at station sites in the District are now live, showing commercial content and an indication of the visitor information that will be coming soon. Greater Anglia are delighted that they are operational and their PR has been picked up by the North Norfolk News [here]

Rolling carousel content will show advertisements for local attractions, businesses and events, as well as information that will help visitors to get the most out of their trip. This is the early stage of this new initiative which will evolve and expand, promoting local businesses, improving the visitor experience and generating income for Visit North Norfolk.
Consent has been granted approved for installations at four further locations:

- Overstrand

- Mundesley
- Cromer (Meadow Car Park)
- Wells

A further installation at Hoveton and one at Holt are being planned.

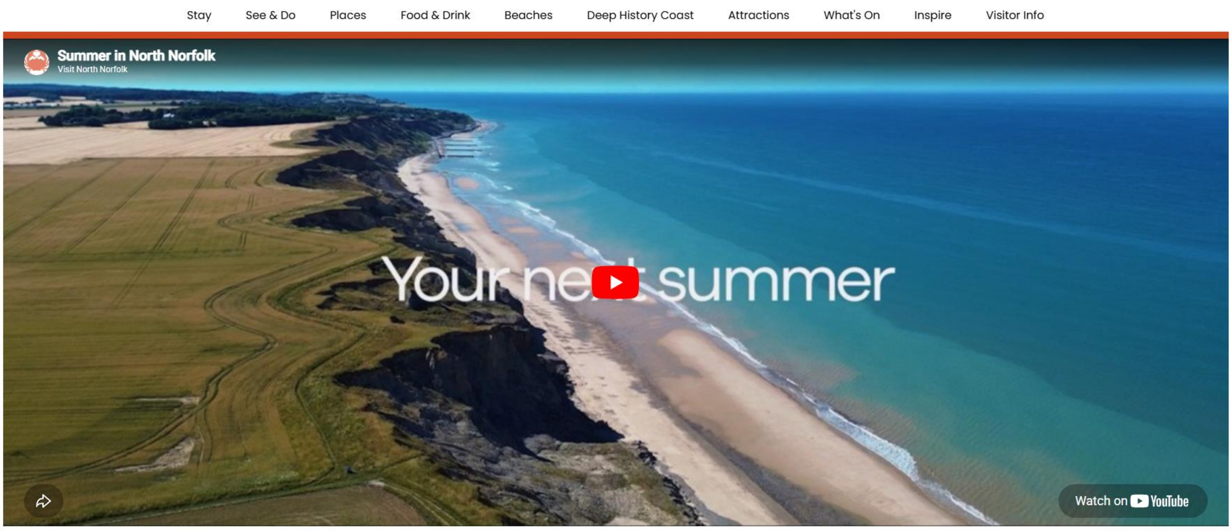
The **Cultural Partnership** plans have been formulated for 2026 -27.
The board met in June and July with representatives from:

North Norfolk Open Studios
National Trust
Creative health (Playing for Cake)
Museums (Sheringham Mo)
Tourism (VNN)
Venues and performers (New Stages)
Visual Arts (CAS)

The next networking meeting is planned for Sept 22nd at Wells Maltings – details to follow. Cultural activities and event operators are encouraged to tag the partnership by using @Northnorfolkcp. Admin support is provided by Sheringham Little Theatre to provide continuity and sustainability for the sector as we move towards LGR.

Tourism
Visit North Norfolk (VNN) supports businesses and delivers marketing campaigns – the most recent one here – which continue to drive traffic to the VNN website, translating ultimately in more visitors to our area. VNN also runs competitions and initiatives, training and collateral to promote local attractions and accommodation providers, as well as offering the new commercial opportunity on E-TIPS screens.

What's On listings remain free to **ALL** groups, events and attractions to provide the best and most wide-ranging offer to our tourists.



The Norfolk and Suffolk Culture Board (NSCB) led on the development and delivery of the new Cultural Value Statement (CVS). It was launched in Parliament by Jess Asato MP and received a very warm reception. Jess then led the way by being first to sign the declaration and endorse the CVS.

It will be shared formally by the NSCB to be fed into relevant Council business across both counties and, through Jess Asato, a range of other MPs and politicians. View the CVS here

Leisure

Leisure Contract

The hot weather, time of year and ongoing work at Fakenham Leisure Centre mean that the number of members and visits are obviously below the same period last year. Despite this our contractor continues to perform well, with 35038 visits across the contract in May and 36191 in June. Memberships at the end of June were 3592 and 994 children were enrolled on swim lessons. 109708 visits to our facilities were made in Quarter 1 of the financial year.

Countryside

The new Community Classroom and outdoor learning space was officially opened in June.

Works were undertaken after the Council was successfully awarded a £100,000 grant from Ørsted's Hornsea 3 Legacy Fund for use in Holt Country Park. The grant was used to build a new Community Classroom which includes and indoor/outdoor eco-learning space, the indoor learning hub incorporates energy-efficient insulation, a sedum roof and rainwater harvesting. The outdoor space also includes learning stations to educate users on sustainability, environmental impact and local renewable energy production, as well as energy generating outdoor gym equipment. Unfortunately the outdoor gym was vandalised, within weeks of installation and quotes are currently being obtained for the repair work.

This building will be available to hire by local community groups as well as hosting regular community engagement events, where visitors can participate in activities such as tree planting, giveaways, volunteer conservation days, and family events.

The Countryside Team has once again been successful in securing Green Flag Awards for three of the sites under its management: Holt Country Park, Sadlers Wood (North Walsham), and Pretty Corner Woods (Sheringham).

This achievement is a testament to the dedication, hard work and professionalism of the Ranger Team throughout the year, particularly given the challenges of operating with a reduced number of Rangers for much of the period. The feedback received and judges' comments highlight that the standards required to achieve and retain Green Flag status continue to increase, making this accomplishment even more noteworthy.

The awards reflect the team's ongoing commitment to maintaining high-quality, welcoming and well-managed green spaces for residents and visitors alike. However, with expectations continuing to rise, another busy year lies ahead as the team works to build on this success and maintain these prestigious accreditations.

Blue Flag Beaches & RNLI

Peak season beaches are now being lifeguarded (July 11th – September 6th), meaning that all 9 lifeguarded beaches in the district are operational.

The RNLI lifeguard service recently celebrated 25 years, and 19 years in North Norfolk. NNDC supported marking this occasion by arranging for some images to be taken featuring North Norfolk Water Safety Services.

As a result of the long spell of hot weather the beaches and resorts have been very busy early season, however the RNLI report that incidents are quite low to date.

Markets

A steady stream of enquiries from prospective traders continues to be received by the team, reflecting the ongoing appeal of the markets. The overall atmosphere remains very positive, with strong trader interest and a good level of confidence across the markets. Cromer is at capacity when all traders are in attendance, which is a very positive step from where it was last summer. Unfortunately, the first themed market of the year was not very well attended despite the best efforts of officers to promote this.

Pier Pavilion Theatre

The refurbishment of Tides Bistro into a Fish & Chip offer has hit several technical difficulties and has, unfortunately, been delayed further. It is hoped that this will be open in August to try and catch some holiday trade but this is not certain.

Early sales for the Christmas Show are slightly up on the same time last year, whilst Concert sales are significantly more in comparison to this time in 2025 (+3000). This can be attributed to good scheduling and the ability to offer a few more concerts this year than last.

The summer show opened on 27 June and will run until 19 September, comprising a total of 107 performances. To date, approximately 8,000 tickets have been sold, which is in line with sales at the same stage in 2025.

Last summer, the prolonged spell of good weather appeared to have some impact on ticket sales, as visitors chose to stay on the beach later into the evening. With the current period of hot and dry weather, there is potential for a similar trend to emerge this year.

Nevertheless, sales remain comparable with last year's position, providing a positive indication for the season ahead.

Physical Activity Development

Locality Officer Updates

Big Norfolk Holiday Fun – 10 providers will be delivering funded holiday activities for free school meal eligible children across the district over the course of the summer holidays. Our Active Communities Officer and Leisure Services manage will be visiting several providers to audit their provision to ensure that the programme is delivering the outcomes intended.

Library Hire Hubs – the sports equipment has now been purchased and taken to Library HQ for barcoding. Once everything has been marked up and recorded the equipment will be delivered to each of the three libraries – Cromer, Fakenham and North Walsham – and will be available to hire by anyone with a library card. A range of equipment suitable for the park, the beach or home will be available.

Creating Active Schools - The Creating Active Schools (CAS) professional development programme supports schools to create happy and healthy environments through physical activity. Using behavioural science, CAS helps schools to create impactful and sustainable change for physical activity. Underpinned by world-leading research CAS supports schools to build on their strengths while identifying areas of improvement that can be improved step-by-step.

Two schools in our district will be chosen based on data to be part of the project.

2 Forthcoming Activities and Developments.

Creative Foundations Fund (CFF) Round 2 has been announced by Government and Expressions of Interest are being prepared for submission separately for Cromer Pavillion Theatre and Sheringham Little Theatre. This fund is a very advantageous but extremely competitive funding opportunity, which supports buildings and equipment expenditure. More information is available here

3 Meetings attended

Cultural Partnership Board

CABINET MEMBERS REPORT TO COUNCIL

22 July 2026

COUNCILLOR L WITHINGTON - CABINET MEMBER FOR COMMUNITY OUTREACH	
For the period June to July 2026	

1 Progress on Portfolio Matters.

Customer Services

Customer Contact Trends and Channel Shift

In June 2026, customer contact patterns continued to show a shift away from face-to-face interactions and towards digital channels compared with June 2025. Face-to-face contacts decreased by 14.2%, while online submissions increased by 9.2%, indicating that more customers are choosing to access Council services through self-service and online methods. This reflects a continuing trend towards digital engagement and suggests that customers are increasingly confident in using online channels to access information and request services. This trend is also evident when comparing the first six months of 2026 with the same period in 2025, during which online submissions have increased by 37.9%, demonstrating a substantial growth in the use of digital services over the longer term.

The growth in online submissions, combined with the reduction in face-to-face demand, has helped the service manage customer enquiries more efficiently. With fewer customers requiring support in person, staff resources can be deployed more flexibly across customer contact channels, enabling us to meet demand more effectively.

Telephony performance also improved significantly during the period. The number of calls answered increased by 8.7%, rising from 3,579 in June 2025 to 3,889 in June 2026, while average wait times reduced from 10 minutes 9 seconds to 5 minutes 21 seconds, a 47.3% reduction in wait time. This demonstrates that the service was able to handle a higher volume of telephone enquiries while substantially reducing the time customers spent waiting to speak to an advisor.

The reduction in face-to-face demand may have contributed to this improvement by increasing staff availability to support telephony operations and reducing pressure on frontline resources. These improvements appear to have had a positive impact on the overall customer experience. Satisfaction with the ease of contacting the Council increased from 79.69% in

June 2025 to 85.10% in June 2026. This suggests that customers are benefiting from improved access across all contact channels, shorter waiting times and greater flexibility in how they choose to engage with the Council's services.

2 Forthcoming Activities and Developments.

Digital Service Development

Work continues to promote and embed digital channels across the Council's key service areas. Whilst it will take time for the full impact of recent initiatives to be reflected in customer contact trends, early indications are encouraging. The data reflects several service areas are reporting increased use of online contact methods, supporting the wider shift towards digital engagement highlighted throughout this report.

Monitoring activity will continue over the coming months to assess the longer-term impact of these initiatives and identify further opportunities to improve digital access, customer experience and service efficiency.

2025/26 Outturn Report	
Executive Summary	This report presents the provisional outturn position for the 2025/26 financial year which shows a General Fund underspend of £0.354m. It also provides an update in relation to the Council's capital programme and use of reserves. The position will be used to inform the production of the Statutory accounts which will then be subject to audit by the Council's external auditors. The report makes recommendations for contributions to reserves.
Options considered	None - This is a factual report of the financial year end position for 2025/26.
Consultation(s)	None – This is a factual report of the financial year end position for 2025/26.
Recommendations	**Members are asked to consider the report and recommend the following to full Council:** **a) The provisional outturn position for the General Fund revenue account for 2025/26 (as shown in Appendix A);** **b) The transfers to and from reserves as detailed within the report (and Appendix C);** **c) The surplus of £0.354m to be transferred to the New Burdens Reserve** **d) To note the balance on the General Reserve of £4.266m.** **e) The financing of the 2025/26 capital programme as detailed within the report and at Appendix D.** **f) The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E;** **g) Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7.** **h) Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10.** **i) To note the addition of £26,834 towards Property Services Electric Vehicles, to be funded by the Asset Management Reserve over a four-year lease period. This budget has been approved by the Deputy S151 Officer under constitutional powers.** **j) To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from Capital S106 Contributions in 2026/27.** **k) To approve the addition of £100k to the Community Housing Fund (Grants to Housing Providers) project, to**

	be funded by Capital Receipts following a repaid grant in 2025/26. **l) To approve the updated Cromer Coast Protection Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been awarded to the Mundesley Coastal Defences project only. This leaves the 2025/26 budget as £1,037,656. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.** **m) To approve the updated Mundesley Coastal Management Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been award to the Mundesley Coastal Management Scheme project only. This leaves the 2025/26 budget as £998,217. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.**
Reasons for recommendations	To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2025/26. Also to provide a draft opening position for the financial year 2026/27.
Background papers	Budget report, Budget Monitoring reports, NNDR3 return

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

Links to key documents:	
Corporate Plan:	Financial Sustainability and Growth
Medium Term Financial Strategy (MTFS)	The outturn position will have an impact on the Reserve Balances, which will become the updated 2026/27 opening balances for the MTFS
Council Policies & Strategies	Corporate Plan 2023-2027

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	
Details of any previous decision(s) on this matter	Budget Report – approved by Full Council on 19 February 2025 Budget Monitoring Period 4 – taken to Full Council on 24 September 2025 Budget Monitoring Period 6 – taken to Full Council on 19 November 2025 Budget Monitoring Period 10 – taken to Cabinet on 25 March 2026.

1. Introduction

1.1 This report presents the draft outturn position for the 2025/26 financial year for revenue, capital and reserves along with details and explanations for any variances from the updated budget. The updated budget reflects the budget approved by Full Council in February 2025 updated during 2025/26 for budget virements.

1.2 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the detailed appendices.

1.3 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2025/26 capital programme. The capital programme for the period 2026/27 to 2031/32 has been updated to take account of the outturn position and is included within this report and appendices.

1.4 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in March which covered the first 10 months of the year up to the end of January 2026. At the time this report was forecasting a General Fund underspend of (£0.383m).

1.5 **Estimates included in the Accounts**

The provisional outturn position includes some significant figures which are subject to external audit, these are in relation to Benefit Subsidy and Business Rates Retention.

a) **Benefits Subsidy -** The benefit subsidy return was completed and submitted by 05 May 2026 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should a subsidy repayment be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.

b) **Business Rates -** Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the National Non-Domestic Rates (NNDR3) Return which is submitted annually. The draft NNDR3 return was submitted to Government 22 May 2025 and is subject to external audit as part of the final accounts audit, before being finalised. As with the benefits subsidy above, the Council operates a Business Rates Earmarked Reserve to help mitigate against any potentially negative impacts of these arrangements

1.6 This outturn position final budget monitoring position for the year for the year ending 31 March 2026 is a net (£0.354m) surplus. This report recommends contributing the surplus to the New Burdens Reserves.

1.7 The final key point is the deadline to publish the draft Statement of Accounts for 2026/27 is 30 June 2026, with the 30-day public inspection commencing after that. The backstop date for the final audited accounts to be published by the 31 January 2027. It is anticipated that the external audit of the accounts will be undertaken in the autumn 2026.

2. Summary Financial Position 2025/26

2.1 The General Fund position for the year shows a year-end Surplus of (£0.354m). This is after allowing for transfers to Earmarked Reserves for current and known commitments.

2.2 Appendix A The General Fund Summary, shows the overall revenue position including notional charges; however, to assist reporting and explaining ‘real cash’ variances, Table 1 below provides a summary of the General Fund position excluding these charges.

2.3 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes.

2.4 **Table 1**

2025/26 Revenue Account Excluding Notional Charges	**Updated Budget £'000**	**Outturn £'000**	**Variance £'000**
Service Area:			
Corporate	4,336	4,216	(120)
Service Delivery	5,259	6,099	840
Resources	9,120	8,062	(1,058)
Net Cost of Services	18,715	18,376	(338)
Parish Precepts	3,698	3,698	0
Net Interest Receivable/Payable	(1,101)	(1,460)	(359)
Minimum Revenue Provision (MRP)	527	584	57
Capital Financing	1,458	390	(1,068)
Contribution to/(from) Earmarked Reserves	587	21	(566)
Contribution to/(from) General Reserve	(15)	1,441	1,456
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	5,154	4,675	(818)
Government Grants and Council Tax	(23,869)	(23,406)	463
Net (Surplus)/Deficit for the Year	0	(354)	(354)

2.5 **Net Cost of Service –** the position shows a net surplus of (£2.039m) across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.

2.6 **Non-Service expenditure –** Relates to income and expenditure not directly related to providing specific Council services.

- **Net Interest Receivable/Payable –** relates to the Council's balances invested to provide revenue to assist with funding the budget. The position shows that there was a net Surplus of £0.359m at the end of the year. This largely related to interest receivable which was higher than predicted due to greater balances to invest. This increase was largely due to slippage in capital financing cashflows. This is explained further within paragraphs 3.11 to 3.16.
- **Minimum Revenue Provision (MRP) –** is a charge to revenue made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. At the end of the financial year this provision was £0.057m more than anticipated. This increase was in relation to increased internal borrowing.
- **Capital Financing -** this expenditure line relates to revenue financing allocated to the council's capital programme. The position shows an underspend of (£1.068m) which reflects slippage in the programme. This relates mainly to property acquisitions (non-housing). These savings do not impact on the bottom-line position as all of the finance relates to earmarked reserve movements.

2.7 **Contributions to/(from) Reserves –** The net movement in earmarked reserves was a reduction of (£0.890m). The actual use of reserves was £1.311m which compares favourably with the budgeted use of reserves of £1.814m. Contributions to earmarked reserves increased from the budgeted £2.386m to £2.773m. Further information on the councils reserves movements can be found at section 4 below and within Appx C.

2.8 **Government Grants and Taxation**

- This shows the provisional outturn for Business Rates and Council tax.

- Following reconciliation work a £0.143m repayment of the Sales, Fees and Charges grant was made. This grant was part of measures received from the Ministry of Housing, Communities and Local Government during Covid. During this time grant positions were monitored closely with surplus amounts transferred to the unspent grants reserve, a transfer will be made from this reserve to mitigate this payment.

3. Net Cost of Services – Detailed Commentary by Expenditure Heading for 2025/26

3.1 The net cost of services shows a year-end Surplus of (£2.039m). This position includes notional charges and is before any transfers to/from earmarked reserves.

3.2 Table 2 below shows the main variances across the standard expenditure headings which comprise the Net Cost of Services.

	Expenditure Heading	2025/26 Updated Budget	2025/26 Outturn	2025/26 Outturn Variance	
		£'000	£'000	£'000	%
A	Employee Costs	17,116	15,444	(1,672)	(9.77%)
B	Premises	4,115	4,075	(40)	(0.97%)
C	Transport Related Expenditure	286	309	23	8.04%
D	Supplies and Services	13,556	14,117	561	4.14%
E	Transfer Payment	20,188	16,403	(3,785)	(18.75%)
F	Capital Financing Costs	3,724	3,216	(508)	(13.64%)
G	Income	(36,823)	(33,441)	3,382	(9.18%)
	Net Cost of Service	22,162	20,123	(2,039)	

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

3.4 **A. Employee Costs**

Table 2a provides further analysis on the Councils employee cost variance

Employee Costs	2025/26 Updated Budget	2025/26 Outturn	2025/26 Outturn Variance	
	£'000	£'000	£'000	%
Direct Employee Costs	16,822	15,022	(1,800)	(10.70%)
Indirect Employee Exps. - Training	185	119	(66)	(35.68%)
Indirect Employee Exps. - Other	108	303	196	181.48%
Total Employee Costs	17,115	15,444	(1,672)	

Direct Employee costs –

- The significant variance under employee costs is largely due to an adjustment of (£1.269m) has been made in relation to the current service costs on the Local Government Pension Scheme. This is a technical adjustment that is made in the accounts to comply with Accounting Standards IAS19. It reflects the difference between the cash contributions the Council has made into the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary. As these additional costs are reversed out under net operating expenditure, they have no bottom-line impact on the revenue outturn position although the increase is reflected in long term liabilities on the Balance Sheet.
  The true variance in employee costs can be explained as follows
- (£0.531m) Savings have been generated from staff turnover, vacancies and changes to working patterns.
  - Savings have been generated where posts have been vacant for a period of time during the year for example the Senior Leadership team.
  - In some areas i.e. People Services there have been savings in substantive posts as post holders have taken secondment opportunities to temporary funded posts.
  - Where it has been difficult to recruit into professional posts, agency staff have been used as an interim measure, these costs offset the employee saving but are shown under the supplies and services subjective heading.

Indirect Employee Expenses –

- Underspends against the training budgets accounted for (£0.066m). Much of this underspend relates to generic and continuing professional development training. (£0.016m) of this relates to the corporate allocation.
- Advertising for vacancies is not budgeted for separately and the costs are anticipated to be funded from staff turnover £0.020m.
- As a result of changes in service deliver the council spent £0.098m on redundancy and pension strain, these costs will be met from the Invest to Save/Restructuring reserve.

3.5 **B. Premises Costs**

Table 2b provides further analysis on the Councils premises cost variance

Premises	2025/26 Updated Budget £'000	2025/26 Outturn £'000	2025/26 Outturn Variance £'000	%
Repairs & Maintenance	693	778	86	12.38%
Grounds Maintenance	668	718	50	7.45%
Premises Running Costs	2,755	2,579	(176)	(6.38%)
Total Premises Costs	4,115	4,075	(40)	

Repairs and Maintenance –

- Overspends in Repairs and Maintenance both Programmed £0.025m and Reactive £0.070m the main areas that were above budget were Admin Buildings £0.080m, Public Conveniences £0.030m and Cromer Pier £0.030m. These were partially offset by savings in other services including The Rocket House and Car parks.

Grounds Maintenance –

- Growth in general ground maintenance works £0.023m Other Parks and Open spaces and Woodlands.
- Growth in reactive coastal defence works £0.037m, offset by a saving in consultancy fees.

Premises Running Costs –

There has been an overall underspend in premises running costs, this can be attributed to the following;

- Rent of buildings of (£0.028m) this is linked to rent of toilet facilities.
- (£0.040m) Business rate costs across the council's assets.
- Lower utilities costs in relation to electricity (£0.054m) and water charges (£0.016m).
- Reduced contract cleaning costs (£0.031m)
- Increase in premises related insurance premiums £0.007m

3.6 **C. Transport Related costs**

The outturn position for transport related expenses was growth of £0.023m. The main elements resulting in this additional cost of £0.023m are: -

- Reduced mileage expenses (£0.022m) officer and member travel claims
- Additional £0.033m vehicle leasing in relation to electric pool vehicles.

3.7 **D. Supplies and Services**

Table 2c provides further analysis on the Councils Supplies and Services cost variances

Supplies and Services	2025/26 Updated Budget £'000	2025/26 Outturn £'000	2025/26 Outturn Variance £'000	%
Equipment Purchases & Materials	239	254	15	6.28%
Catering	2	3	1	50%
Clothing, Uniforms & laundry	10	8	(2)	(20%)
Printing & Stationery	118	146	28	23.73%
Fees & Services	10,400	10,175	(225)	(2.16%)
Communications & Computing	1,249	1,154	(95)	(7.61%)
Subscriptions & Allowances	413	410	(3)	(0.73%)
Insurances – General	173	170	(3)	(1.73%)
Grants & subscriptions	903	1,772	869	96.23%
Other Supplies & Services	49	24	(25)	(51.02%)
Total Supplies and Services	13,556	14,117	561	

The following outlines the significant variances that make up the supplies and services variance. Full variance explanations at service level can be found within appendix B accompanying this report.

Printing and Stationery –

- £0.012m Car park tickets, £0.022m Recoverable Election printing costs.

Fees and Services –

- £0.081m External Survey costs

- £0.017m External legal fees in connection to specialist areas such as planning appeals.
- (£0.064m) Internal and External Audit fees.
- (£0.023m) Outlook magazine production
- £0.061m Professional fees relating to enforcement cases
- £0.097m Agency staff required to cover vacant posts within the establishment, i.e. Legal and Accountancy (offset by staff turnover)
- (£0.039m) Condition Survey costs, £20k of which has been transferred to an earmarked reserve as it relates to programmed work on Cromer Pier.
- (£0.034) ICT professional services
- (£0.066m) Local Plan expenditure funded by earmarked reserves
- (£0.069m) Environmental Strategy projects funded by earmarked reserves.

Communications and Computing –
- (£0.133m) Computer software cost savings due to costs being split over a few financial years. This has been partially offset by an increase of £30k in computer maintenance costs.
- £0.031m Postage and mailing costs.

Grants and Subscriptions –
- £0.133m Housing support scheme payments to beneficiaries, these are offset by a grant from Norfolk County Council and earmarked reserves. £0.030m Contribution to Visit North Norfolk, funded from earmarked reserves.
- £0.550m Contributions to Norfolk County Council in respect of designated area enterprise zones, (2024/25 & 2025/26) part of the NNDR3 return and funded from business rate receipts.
- £0.062m Contributions towards Local Government Reorganisation (LGR) projects and submissions funded from earmarked reserves.
- £0.050m Contribution to assist residents effected by Fuel poverty.
- £0.049m Rural England Prosperity Fund payment, funded by grant.

Other Supplies and services –
- (£0.023m) Net movement in the provision for bad and doubtful debts not budgeted at service level.

3.8 **E. Transfer payments**
- The £16.157m expenditure relates to housing benefit payments to claimants during 2025/26. The budget position of £20.021m was based the 2024/25 Mid-year estimate adjusted for any known factors. The amount of Housing benefit payments has reduced due to the planned migration of working age claimants on to universal credits which the Department for Works and Pensions (DWP) administer directly.
- This budget line also includes Discretionary Housing Payments (DHP) which is claimed for separately.
- The Council can claim this expense back through completing a subsidy claim to the DWP. The initial final claim for 2025/26 has been completed, and this shows a shortfall in recovery of £0.611m.
- This shortfall is largely in respect of temporary accommodation costs which the council pays in respect of nightly homelessness provision (Bed and Breakfast charges) due to the capping of expenditure level we cannot recover all the expense through subsidy.
- £0.400m Has been released from the Council tax second homes premium to mitigate this additional cost.

3.9 **F. Capital Financing Costs**

- The current General Fund position excludes the final capital adjustments, In respect of depreciation and intangible amortisation. This will not have an impact of the Councils final outturn revenue position as they are reversed out.
- The variance of (£0.508m) shown at table 2 above is in relation to REFCUS (Revenue Expenditure Funded from Capital Under Statute) This relates to capital which would normally be classed as revenue expenditure as it does not create an asset on our balance sheet, for example grants.

3.10 **G. Income**

Table 2d provides further analysis on the Councils Income variances

Income	2025/26 Updated Budget	2025/26 Outturn	2025/26 Outturn Variance	
	£'000	£'000	£'000	%
Government Grants	(20,257)	(15,411)	4,847	(23.93%)
Other Grants & Reimbursements	(1,808)	(2,836)	(1,028)	56.86%
Customer & Client Receipts	(14,176)	(14,622)	(446)	3.15%
Net Recharges Internal income	(573)	(555)	(18)	(0.26%)
Total Income	(36,823)	(33,441)	3,382	

Government Grants –

- Housing Benefit Subsidy grant received based on the initial final claim for 2025/26. This is the main factor in the variance shown in the table above. Further information on this position is also outlined at paragraph 3.8 above.

Other Grants and Reimbursement –

- A number of new burdens funding have been received from central government to offset the additional cost of undertaking certain activities these include: - (£0.049m) Drainage levies, (£0.014m) Benefits Administration, (£0.090m) Redmond review (Audit fees).
  (£0.075m) Coast Protection Grant in respect of Happisburgh Coastal Management Fund, this is to be ringfenced for specific projects in an earmarked reserve
- (£0.049m) Rural England Prosperity Fund grant income, offset by expenditure.
- (£0.099m) Grant received in respect of Housing Support Fund administered by the Housing benefit team, this is offset by contributions.

Customer and Client Receipts –

- (£0.016m) Legal fee income greater than anticipated.
- (£0.207m) Additional planning income, due to a number of larger application fees being received in the last quarter of 2025/26.
- £0.086m Building control fee income, due to the timing of fee increases.
- £0.061m Car park income, pay and display shortfall offset by additional penalty notice income.
- (£0.038m) Legal fee income
- £0.035m Industrial Estate recoverable service charges.

- £0.025m Corporate Health and Safety, no planned training courses undertaken.
- (£0.381m) Other recoverable charges, this is part of the bottom-line subsidy position and represents cash received relating to recovered overpayment debt and also movement in the provision relating to overpayment debt held on the Civica Revenue and Benefits system.
- (£0.125m) Homelessness recoverable charges on temporary accommodation (TA) including subsidy and client contributions, of this (£0.101m) is in relation to Council owned TA properties.
- (£0.285m) Net additional Waste and recycling income including performance failure deduction which has been set aside in an Innovation Fund and used for future cost pressure payments.

Internal Income –

- Additional income to the general fund in relation to staff time recharged and funded from capital projects.

Non-Service Income and Expenditure

3.11 The non-service income and expenditure largely relate to investment income (interest and dividends) and the cost of borrowing (interest payable). It also includes a small amount of interest from other sources e.g. interest on loans given to organisations for affordable housing schemes.

3.12 The budget for 2025/26 interest receivable was £1.403m, the actual income for the year was £1.700m. Having higher cash balances available for investing from capital schemes funded by grants, resulted in a favourable variance of £0.297m.

3.13 The budget for 2025/26 interest payable budget was £0.302m, the actual expenditure for the year was £0.242m. This is a favourable variance of £0.060m from decreasing interest rates for short-term borrowing.

3.14 The Council primarily uses internal borrowing where required (using cash from sources within the Council's own operations) which is prudent to save on external borrowing interest costs. Since March 2023 it was identified that the Council had a cashflow deficit of £5m. A PWLB loan was taken for 1 year in 2025/26 as interest rates remained higher, although decreasing. If the loan is no longer needed in 2026/27 it will not be renewed.

3.15 The full details of the Treasury Management activity and performance for the year are contained in a separate report (Treasury Management Outturn) which is also being presented at this meeting. This report contains the full detail of the investments and borrowing arrangements undertaken by the Council during 2025/26.

3.16 Significant points to note from the report are as follows:

- The Council started and finished the year with seven long-term Pooled Fund investments worth £20.000m. These funds earned interest of £1.038m.
- The Council started and finished the year with four housing loans, starting at a value of £1.853m and finishing with a value of £1.756m after loan repayments and one new loan issued during the year. These loans earned interest of £0.072m.

- The Council held short-term investments of varying balances during the year. These funds earned interest of £0.584m.
- The Council started and finished the year with total loans of £5m from the PWLB. This incurred an interest expense of £0.234m.
- The Council had one short-term loans of £2m during the year to meet cashflow demands that could not be met from internal borrowing. This incurred an expense of £0.005m.

Retained Business Rate Income

3.17 The Council was a member of the Norfolk Business Rates Pool for 2025/2026 which is beneficial for all authorities within the Pool.

3.18 Accounting for Business Rates collection is a complex area as it involves three financial years and contributions to and from other external organisations over this time too.

3.19 Since 2020/21 it has been difficult to calculate the budget for the Council's Retained Business Rates because of this. Because of the uncertainty around what the actual levels would be and the possibility of having to repay grants any surplus since 2020/21 has been transferred to the Business Rates Reserve to offset any future deficits.

3.20 The 2025/26 budget included Retained Business Rates Income was included at a prudent level because of uncertainty around the calculation. The actual outturn is compared to the budget.

3.21 Changes to the business rates pooling rules, making the scheme less attractive, influenced the decision for Norfolk authorities to not enter a pooling arrangement for 2026/27. This decision may be revisited in future years.

3.22 The Council Tax surplus for the 2025/26 year is £0.455m Reserves

Reserves

3.23 The Council holds a General Reserve for which the recommended balance for 2025/26 is £2.1 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies. The General Reserve balance on 31 March 2026 stands at £4.267 million. As part of Period 4 budget monitoring, it was recommended that the savings generated from the release of the Extended Producer Responsibility (EPR) grant to the environmental health service be transferred to the general reserve, this has been included. This report recommends that the forecast surplus of £0.354m is transferred to the New Burdens Reserve.

3.24 In addition to the General Reserve the Council holds several Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.

3.25 There are several Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded, s31 grant balances and year end deficits.

3.26 Section 3 of the report has highlighted the service areas where an underspend has occurred relating to budgets funded by earmarked reserves. As part of the outturn process transfer entries are input to reflect the actual reserve funding requirement ensuring that the unallocated balance is available to meet future commitments or fund future projects. This adjustment offsets some of the positive variances in the net cost of services. In addition, a number of grant funding streams are ringfenced meaning that there is a specific purpose outlined in the grant determination. Underspends on these grants need to be earmarked to be utilised in future years or repaid.

3.27 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting a net transfer to earmarked reserves totaling £0.573m. At outturn this position has increased to a net transfer of £1.463m to reserves resulting in a variance of (£0.890m) the most significant movements are as follows.

- Capital Projects Reserve - £0.391m Capital Project slippage outlined in section 5 below.
- Extended responsibility – (£1.453m) has been released to support the councils recycling budgets
- Council Tax Second Homes Premium – (£0.400m) released to offset Subsidy shortfalls as a result of homelessness provision.
- Delivery Plan Reserve – (£0.557m) – (£0.494m) Capital Slippage (£0.069m) Expenditure relating to environmental strategy project.
- Environmental Health Reserve – £0.120m additional gate fee income has been earmarked in 2025/26.
- Grants Reserve – (£0.143m) repayment of Sales fees and charges grant to central government.

4. Capital Programme 2025/26

4.1 This section of the report presents the capital outturn position for the year 2025/26 and the financing for this, together with the updated programme for the financial years 2026/27 to 2031/32. Appendix D provides the details of the outturn for the 2025/26 capital programme and variances prior to any adjustments to the original year budgets. The updated capital programme for 2026/27 to 2031/32, is attached at Appendix E.

4.2 The capital programme expenditure for 2025/26 was £13.170m compared to an updated 2025/26 budget of £38.280m giving an underspend of £25.111m.

4.3 This underspend is attributable to multiple factors. Some high value projects have not progressed as far as originally planned due to project delays, or project timelines have been reconsidered to reflect changes to programmed delivery. Approval is sought where budget is asked to be rolled forward into the 2026/27 capital programme. These are detailed further down in this report.

The total Capital Expenditure of £13.170m was funded by:

- £10.680m of grants
- £0.510m of external contributions
- £0.375m of reserve allocations
- £0.015m of revenue contributions to capital outlay (RCCO)
- £0.999m of capital receipts
- £0.591m funded from borrowing

4.4 Details of the Capital Expenditure covered by the 2025/26 Financing can be found in Appendix D alongside projects with roll-forward requests (reprofiling to 2026/27 budget).

4.5 The table below summarises capital schemes completed in 2025/26 along with the value of unspent budget given up. Explanations of these variances are detailed in paragraphs (a) to (j).

Capital Projects completed in 2025/26 and removed from the 2026/27 capital programme:

Capital Projects completed in 2025/26

Budget Manager		**Completed Capital Projects**	**Unspent Budget £**	**Funding Source given up**
Assets & Property Programme Manager	(a)	Cromer Offices LED Lighting Programme	0	N/A
Coastal Manager	(b)	Cromer Coast Protection Scheme	0	N/A
Assets & Property Programme Manager	(c)	Holt Country Park Staff Facilities	48	Borrowing
Assets & Property Programme Manager	(d)	New Fire Alarm and Fire Doors in Cromer Offices	386	Capital Receipts
Estates and Asset Strategy Manager	(e)	Collectors Cabin Roof	13,380	Asset Management Reserve
Application Support Manager	(f)	New Revenues and Benefits System	720	Capital Receipts
Customer Services Manager	(g)	Customer Services C3 Software	25	Delivery Plan Reserve
Total unspent budget:			**14,559**	

Budget given up Funding by Financing Source	**Budget Unspent £**
Capital Receipts	1,106
Grants	0
Reserves	13,405
Borrowing	48
Total budget given up by funding source:	**14,559**

(a). The Cromer Offices LED Lighting capital project was completed in 2025/26 with total project expenditure of £178,796. The budget was fully spent.

(b). The Cromer Coast Protection Scheme project was completed in 2025/26 with final expenditure of £19,476,430. The budget was fully spent.

(c). The Holt Country Park Staff Facilities project was completed in 2025/26 with total expenditure of £93,452 against a total project budget of £93,500. This means that a total of £48 budget was unspent and will be uncommitted from borrowing funding.

(d) The New Fire Alarm and Fire Doors in Cromer Offices was completed in 2025/26 with total expenditure of £149,614 against a total project budget of £150,000. This means that a total of £386 budget was unspent and will be uncommitted from capital receipts funding.

(e). The Collectors Cabin Roof project was completed in 2025/26 with final expenditure of £16,620 against a total project budget of £30,000. This means that a total of £13,380 budget was unspent and will be uncommitted from reserve funding (Asset Management Reserve).

(f). The New Revenues and Benefits System project was completed in 2025/26 with final expenditure of £200,000 against a total project budget of £200,720. This means that a total of £720 budget was unspent and will be uncommitted from capital receipts funding.

(g). The Customer Services C3 Software project was completed in 2025/26 with final expenditure of £32,575 against a total project budget of £32,600. This means that a total of £25 budget was unspent and will be uncommitted from reserve funding (Delivery Plan Reserve).

5.7 There are schemes where overspends have occurred in 2025/26. Details are given in the table below alongside the recommended funding source to finance these overspends. Explanations for the overspends can be found in the paragraphs below.

Capital Projects overspent in 2025/26, requesting extra budget approval.

Budget Manager		**Overspent Capital Projects**	**Overspend £**	**Funding Source Requested**
Assets & Property Programme Manager	(h)	Public Conveniences (Sheringham & North Walsham)	4,752	Capital Receipts
Assets & Property Programme Manager	(i)	New Play Area (Sheringham, The Lees)	85	Asset Management Reserve
Assets & Property Programme Manager	(j)	Back Stage Refurbishment – Pier Pavilion Theatre	7,216	Borrowing
Total Extra Funding Requested to Finance Overspends			**12,053**	

Funding requested by financing source	**Funding requested £**
Capital Receipts	4,752
Reserves	85
Borrowing	7,216
Total	**12,053**

(h). The Public Conveniences (Sheringham & North Walsham) project was completed in 2025/26 with final expenditure of £570,266 against the schemes approved budget of £565,514. This is an overspend of £4,752 against the project requiring funding. The prior structural issues with the Lees walkway and toilets have led to a subsequent overspend on this project, however this was deemed essential to make sure the toilets were built to last many more years without ongoing repairs. It is proposed that some uncommitted capital receipts are used to finance this overspend.

(i). The New Play Area (Sheringham, The Lees) project was completed in 2025/26 with final expenditure of £120,085 against the schemes approved budget of £120,000. This is an overspend of £85 against the project requiring funding. This is a minor overspend where some extra materials were required to support the construction of the centrepiece climbing frame with its unique design. It is proposed that additional Reserve funding (Asset Management Reserve) is used to finance this overspend and this was the main funding source of the project.

(j). The Back Stage Refurbishment – Pier Pavilion Theatre project was completed in 2025/26 with final expenditure of £412,216 against the schemes approved budget of £405,000. This is an overspend of £7,216 against the project requiring funding. This is a overspend where extra contractor costs were incurred to deliver the project to a high standard. It is proposed that additional Borrowing funding is used to finance this overspend and this was the main funding source of the project.

5.8 This report requests that the Council notes capital receipts of £0.496m were received in 2025/26 as outlined below:

Capital Receipts 2025/26	**£**
Sale of Property Services Vehicle	-2,738.00
Repayment of Community Housing Fund Grant	-100,000.00
Disabled Facilities Grant Repayment	-26,975.80
Right to Buy Income Share (Sale of old HRA stock with Flagship)	-365,814.16
Total	**-495,527.96**

For the consideration of future capital projects, the Council's 2026/27 capital programme currently has total of £2.399m of projects agreed to be funded by capital receipts. However, the Council only has £1.882m of capital receipts funding available as at the end of 2025/26 (potential shortfall of £0.517m). This is forecasted to be an issue as it anticipated that the Council will receive this amount of capital receipts in 2026/27 from the continued Right to Buy income share and from repaid Disabled Facilities Grants. The Estates team continue to look for opportunities to generate additional capital receipts from selling surplus land.

This report would advise that that any new capital projects would need to be funded by borrowing unless grants/contributions are available.

5.9 For schemes not completed in 2025/26, for some capital budgets it is requested that they are rolled forward into 2026/27 for the managers to finish the schemes. The project's requesting budget is approved to be rolled forward into 2026/27 are detailed below, and shown in Appendix E. This report asks members to consider and approve if the projects outlined below can continue in 2026/27 to meet the Council's goals. The details for any projects and current financial commitments are outlined in the following paragraphs.

5.10 For some schemes due to be completed in 2026/27, some expenditure has been incurred ahead of the financial year to prevent project time-delays in obtaining licenses/planning consent. Capital budget in 2026/27 will be deducted to prevent project overspend in future years. These are included in the roll forward table below (negative values).

Requests for capital budget roll forward from 2025/26 into 2026/27

Capital Project	**Ref:**	**Budget requested to be rolled-forward into 2025/26** **£**	**Funding Source(s)**
Coastal Erosion Assistance (Grants)	(k)	13,336	Capital Receipts
Mundesley Coastal Management Scheme	(l)	281,340	£115,411 Capital Receipts £145,929 Grants £20,000 Contributions
Coastal Management Fund	(m)	580,520	Capital Receipts
Coastwise	(n)	5,399,528	Grants
Purchase of Bins	(o)	105,993	Capital Receipts
Electric Vehicle Charging Points	(p)	33,317	Capital Receipts
The Reef Solar Carport	(q)	65,180	Delivery Plan Reserve
Holt Country Park Electricity Improvements	(r)	234,418	Borrowing
Public Conveniences Energy Efficiencies	(s)	143,445	Borrowing
Coastal Defences	(t)	48,124	Capital Receipts
Fakenham Sports Centre Decarbonisation	(u)	121,400	£100k Grants £21,400 Net Zero Reserve
Waste Vehicles & Food Waste Bins	(v)	1,956,000	£1,097,527 Grants £858,473 Borrowing
Overstrand Seawall Works	(w)	1,224,200	£245,000 Capital Receipts £330,200 Grants £649,000 Borrowing
Public Conveniences - Albert Street, Holt	(x)	17,682	Borrowing
Cromer Pier Substructure Works	(y)	113,489	Borrowing
Fakenham 3G Facility	(z)	847,568	£600,000 Grants £247,568 Borrowing
Cromer 3G Football Facility	(aa)	10,000	Borrowing
The Reef Leisure Centre	(ab)	155,507	Borrowing
Green Road Football Facility (North Walsham)	(ac)	50,223	Delivery Plan Reserve
Fakenham Leisure and Sports Hub (FLASH)	(ad)	8,211,577	£7,803,577 Grants £408,000 Contributions
Cromer Church Wall	(ae)	45,045	Major Projects Reserve
Cabbell Park Clubhouse	(af)	237,000	Capital Receipts
Itteringham Shop Roof Renovation	(ag)	50,000	£20,000 Capital Receipts £30,000 Asset Management Reserve
Holt Country Park Septic Tank	(ah)	30,000	Capital Receipts
Public Conveniences Renovation, Holt Country Park	(ai)	43,495	Capital Receipts

Holt Country Park Eco Learning Space	(aj)	5,134	Contributions
Holt Country Park Play Equipment	(ak)	85,000	Contributions
Compulsory Purchase of Long-Term Empty Properties	(al)	383,835	Borrowing
Community Housing Fund (Grants to Housing Providers)	(am)	109,161	Housing Reserve
Council Owned Temporary Accommodation	(an)	585,972	Grants
Housing S106 Enabling	(ao)	689,000	Contributions
Rocket House	(ap)	645,947	Borrowing
Property Acquisitions	(aq)	697,868	£307,000 Delivery Plan Reserve £390,868 Capital Projects Reserve
Chalet Refurbishment	(ar)	106,260	Capital Receipts
Marrams Building Renovation	(as)	46,513	Asset Management Reserve
Car Parks Refurbishment	(at)	385,522	Capital Receipts
Marrams Footpath and Lighting	(au)	135,534	Borrowing
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	(av)	14,015	£5,901 Grants £8,114 Asset Management
UK Shared Prosperity Fund	(aw)	22,500	Grants
Rural England Prosperity Fund	(ax)	21,022	Grant
West Prom Sheringham, Lighting & Cliff Railings	(ay)	29,887	Capital Receipts
Sunken Gardens Improvements, Marrams, Cromer	(az)	147,183	Borrowing
Weybourne Car Park Improvements	(aaa)	5,000	RCCO
Fakenham Connect Roof and Fire Doors	(aab)	(2,000)	Borrowing
North Lodge Car Park	(aac)	(1,352)	Borrowing
Drs Steps, Cromer	(aad)	(1,000)	Borrowing
User IT Hardware Refresh	(aae)	27,088	Capital Receipts
Property Services Asset Management Database	(aaf)	16,200	Capital Receipts
Replacement of Uninterruptible Power Supply	(aag)	10,696	Capital Receipts
	Total:	**24,183,372**	

Please note the above figures have been shown to 0 d.p. whereas the appendix D uses non-rounded figures.

Budget Roll-Forwards by Funding Source:	**£**
Grants	16,112,156
Contributions	1,207,134
Reserves	1,073,504
Revenue Contribution to Capital Outlay (RCCO)	5,000
Capital Receipts	2,047,849
Borrowing	3,737,729
Total	**24,183,372**

(k). Coastal Erosion Assistance (Grants) - This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but this budget is held reactively to provide emergency coastal erosion grant support.

(l). Mundesley Coastal Management Scheme – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is primarily grant-funded, the grant can only be used for the project or must be repaid if the project is cancelled.

(m). Coastal Management Fund – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used for a major coastal beacon replacement programme along the Sheringham coastline; however, the Cromer & Mundesley Schemes have taken officer time priority during the previous financial year.

(n). Coastwise – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but this grant-funded scheme can only be used for the Coastwise project. The expenditure on this scheme is subject to complex legal agreements which delay project progression.

(o). Purchase of Bins – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but with the upcoming new bin provision requirement set by central government, it is highly probable that additional bin budget may be required.

(p). Electric Vehicle Charging Points – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used for infrastructure enabling works to allow Norfolk County Council to install charging points on North Norfolk District Council's assets using central government funding.

(q). The Reef Solar Carport – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used to purchase an electric battery storage or alternative electricity storage method to connect to the existing carport structure if an affordable and functional option can be obtained.

(r). Holt Country Park Electricity Improvements – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is currently in the design phase to determine how best to connect the site to nearby electrical infrastructure. Project expenditure will be incurred once agreements have been finalised.

(s). Public Conveniences, Energy Efficiencies – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to delivery net-zero improvements to Public Conveniences across the District (e.g. installing water-efficient plumbing systems, electric hand-dryers or small-scale solar panels).

(t). Coastal Defences – This report requests that the unspent capital budget shown in the above table is rolled forward, no project works are contractually committed, however with the Council being responsible for a large area of coastline, this budget could be used to renovate further areas in future years.

(u). Fakenham Sports Centre Decarbonisation – This report requests that the unspent capital budget shown in the above table is rolled forward. project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is primarily grant-funded, and the grant can only be used for the project or must be repaid if the project is cancelled.

(v). Waste Vehicles & Food Waste Bins – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is primarily grant-funded, and the grant can only be used for the project or must be repaid if the project is cancelled.

(w). Overstrand Seawall Works – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is partially grant-funded, and the grant can only be used for the project or must be repaid if the project is cancelled.

(x). Public Conveniences, Albert Street, Holt – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed, a final retention payment is due in late 2026.

(y). Cromer Pier Substructure Works – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed as outlined in the five-year pier survey to maintain a key cultural asset.

(z). Fakenham 3G Facilities – This report requests that the unspent capital budget shown in the above table is rolled forward. This project is to be delivered alongside the FLASH scheme and is currently undergoing grant award with the Football Foundation to fund up to 66% of the costs, once the grant award has been obtained then project construction will begin.

(aa). Cromer 3G Football Facility – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project construction works have been completed but a retention payment is due in late 2026. The remaining retention payment is only minimal, and the majority of the project's remaining budget is no longer required, this budget has been de-allocated as referred to formerly in this report.

(ab). The Reef Leisure Centre – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. This is a retention sum which has been withheld and used to resolve construction defects following the centre's construction contractor having gone into administration. This budget must be spent on resolving defects or paid to the contractor's administrators.

(ac). Green Road Football Facility (North Walsham) – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Construction work has been delayed whilst lease negotiations with the tenants of the site are ongoing.

(ad). Fakenham Leisure and Sports Hub (FLASH) – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The main construction works started in October 2025 and are planned to finish December 2026 as a large-scale project. This scheme is primarily grant-funded, the grant can only be used for the project or must be repaid if the project is cancelled.

(ae). Cromer Church Wall – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Project feasibility studies are underway to find contractors that can complete the works to the listed wall.

(af). Cabbell Park Clubhouse – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and feasibility options are ongoing with the tenants to determine the most appropriate way to deliver this project.

(ag). Itteringham Shop Roof Renovation – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and feasibility options are ongoing with the tenants to determine the most appropriate way to deliver this project and ensure future longevity.

(ah). Holt Country Park Septic Tank – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is going to be completed in tandem with the other Holt Country Park projects for cost-effective delivery.

(ai). Public Conveniences Renovation, Holt Country Park – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed although some of the minor works have been completed. This project is going to be completed in tandem with the other Holt Country Park projects for cost-effective delivery.

(aj). Holt Country Park Eco Learning Space – This report requests that the unspent capital budget shown in the above table is rolled forward. The main project construction has been completed; a small retention payment is still due in 2026/27. This project is funded using S106 contributions that can only be used to fund projects at the Country Park, if this project is cancelled the funding must be used for other works at the location.

(ak). Holt Country Park Play Equipment – This report requests that the unspent capital budget shown in the above table is rolled forward. Project feasibility studies are currently underway as the project was approved mid-year. No works are yet contractually committed. This project is funded using S106 contributions that can only be used to fund projects at the Country Park, if this project is cancelled the funding must be used for other works at the location.

(al). Compulsory Purchase of Long-Term Empty Properties – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is retained for the CPO of dangerous properties in emergency circumstances (such as where property owners may not be able to financially afford to repair and keep their properties).

(am). Community Housing Fund – This report requests that the unspent capital budget shown in the above table is rolled forward. Some grants and contractually committed but are not paid to Housing Developers until they meet the grant terms and conditions (typically 50% delivery of promised housing). This project is to deliver grants to private housing developers to encourage the provision of affordable accommodation in the district.

(an). Council Owned Temporary Accommodation – This report requests that the unspent capital budget shown in the above table is rolled forward. Some project works are contractually committed. This project is to purchase and make habitable residential properties for temporary accommodation to reduce homelessness across the district. This is anticipated to reduce the annual cost to the Council of providing temporary accommodation.

(ao). Housing S106 Enabling – This report requests that the unspent capital budget shown in the above table is rolled forward. Some grants and contractually committed but are not paid to Housing Developers until they meet the grant terms and conditions (typically 50% delivery of promised housing. This project is to use S106 funding specifically allocated towards providing affordable accommodation in the areas set out in individual S106 agreements. The S106 funding must be used as outlined in these agreements or repaid.

(ap). Rocket House – This report requests that the unspent capital budget shown in the above table is rolled forward as some project works are contractually committed. The project works are ongoing to renovate and extend the lifetime of the property.

(aq). Property Acquisitions – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is retained for the CPO of major properties in emergency circumstances (such as where property owners may not be able to financially afford to repair and keep their properties).

(ar). Chalet Refurbishment – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but feasibility and design studies have been completed and are under review. This project is to renovate Council owned chalets in the district.

(as). Marrams Building Renovation – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and construction options are ongoing to determine the most appropriate way to deliver this project and ensure future longevity.

(at). Car Parks Refurbishment – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but delays were incurred where other Council projects have taken a higher priority. This project is to resurface Council owned car parks as planned.

(au). Marrams Footpath and Lighting – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Stages of lighting column movements and path resurfacing have been completed in the most urgent areas. The remaining budget is planned to be used in 2026/27 to resurface the less urgent areas of the walkway.

(av). Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalets) – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. All major works have been completed, but there are some minor works still to be completed.

(aw). UK Shared Prosperity Fund – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The schemes grant awarding body (MHCLG) have allowed a further six months into 2026/27 for the projects to be completed instead of re-paying unused grant funding.

(ax). Rural England Prosperity Fund – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The schemes grant awarding body (MHCLG) have allowed a further six months into 2026/27 for the projects to be completed instead of re-paying unused grant funding.

(ay). West Prom Sheringham, Lighting & Cliff Railings – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. There are still further rail replacements works which could be completed using the remaining budget.

(az). Sunken Gardens Improvements, Marrams, Cromer – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but initial feasibility and design studies have been undertaken. The project works are anticipated to completed in 2026 once final design plans have been agreed.

(aaa). Weybourne Car Park Improvements – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Initial costs have been paid to Norfolk County Council Highways and project progress must wait for their approval. The remaining budget is to then pay for the surfacing/renovation works to the car park one approval is received.

(aab). Fakenham Connect Roof and Fire Doors – This report highlights that some minor project expenditure has been incurred in 2025/26 out of the 2026/27 approved budget. This was to start time-dependant works (planning/legal fees etc.) That must be achieved before any works can start. On this basis it was deemed financially appropriate to incur the expenditure at an earlier date. No project works were contractually committed in 2025/26.

(aac). North Lodge Car Park – This report highlights that some minor project expenditure has been incurred in 2025/26 out of the 2026/27 approved budget. This was to start time-dependant works (planning/legal fees etc.)

That must be achieved before any works can start. On this basis it was deemed financially appropriate to incur the expenditure at an earlier date. No project works were contractually committed in 2025/26.

(aad). Drs Steps, Cromer – This report highlights that some minor project expenditure has been incurred in 2025/26 out of the 2026/27 approved budget. This was to start time-dependant works (planning/legal fees etc.) That must be achieved before any works can start. On this basis it was deemed financially appropriate to incur the expenditure at an earlier date. No project works were contractually committed in 2025/26.

(aae). User IT Hardware Refresh – This report requests that the unspent capital budget shown in the above table is rolled forward. Some expenditure has not yet been contractually committed but is still planned for early 2026/27. Shipping of new hardware equipment was held back in 2025/26 to match the warranties of existing equipment. Purchasing in early 2026/27 allows for better cost-effectiveness in the long run, as opposed to buying equipment soon and warranty periods overlap between old and new equipment (loss of asset useful life overall).

(aaf). Property Services Asset Management Database – This report requests that the unspent capital budget shown in the above table is rolled forward. Project works are contractually committed, and the contract has been awarded to a new provider following successful procurement. The software is now being implemented by contractors and officers, with remaining budget to fund any additional contractor costs required. The project works are anticipated to completed in 2026/27.

(aag). Replacement of Uninterruptible Power Supply– This report requests that the unspent capital budget shown in the above table is rolled forward. Project works are contractually committed, with the physical implementation works crossing over into the 2026/27 financial year. The project works will be completed in early 2026/27.

5.10 There are schemes where additional budget requests have been made to and allocated by the Council's S151 Officer/Deputy S151 to fund projects in emergencies using the Council's reserves. These Officers cannot authorise any other form of additional funding without Full Council approval.

Details are given in the table below alongside the reserve used source to finance these additional budget requests. Explanations for the overspends can be found in the paragraphs below and it is asked that the Council notes these approvals which have been included into the 2026/27 capital programme, shown on Appendix E.

Additional Capital Project funding approvals 2025/26 by the S151 Officer.

Budget Manager	Ref:	Overspent Capital Projects	Overspend £	Funding Source Requested
Assets & Property Programme Manager	(aai)	Property Services Electric Vehicles (lease)	26,834	Asset Management Reserve
Total Additional Funding Approvals			**26,834**	

(aai). Property Services Electric Vehicles (lease) – The lease for the existing electric property services van comes to term in June 2026. The Deputy S151 Officer has approved the addition of £26,834 into the Capital Programme for 2026/27 and future years to finance a replacement electric vehicle. A new electric vehicle lease will prevent any adverse effect on the Council's Net Zero target from replacing the van with a non-electric fuel type. This approval has been made from the Asset Management Reserve outside of Full Council to gain budget so that a new lease agreement can be made with a start date that matches the end date of the prior vehicle. This is to prevent an adverse impact on service delivery.

Additional Capital Project funding requests for 2026/27 to Full Council:

Budget Manager	Ref:	New Capital Programme Requests	Additional Budget Requested £	Funding Source requested
Leisure & Locality Services Manager	(aaj)	Fakenham Play Area	188,539	Contributions
Total Additional Funding Approvals			**188,539**	

Funding Financing Source Requested	£
Contributions	188,539
Total	**188,539**

(aaj). The Fakenham Play Area is a new capital project request. This project is to use an available £188,539 S106 contribution which can only be used to provide play equipment in the Town of Fakenham under its agreement. This report requests that Full Council approves for this scheme to be added into the 2026/27 capital programme and has been included in Appendix E.

5. Capital Programme 2025/26 Update

6.1 Appendix E shows the capital programme for the period 2026/27 to 2031/32 as it currently stands. The capital programme has been updated to reflect schemes closure and budget slippage identified within this report. It also includes schemes which have already received formal approval by Full Council or the S151/Deputy S151 Officers.

7. Medium Term Financial Strategy

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

8. Proposals and Options

This is a factual report that outlines the financial position at the year-end for the year 2025/26. There are proposed recommendations for Cabinet to make to full Council on 22 July 2026. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

9. Corporate Priorities

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

10. Financial and Resource Implications

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

11. Legal Implications

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

12. Risks

12.1 Financial risks are identified within the report content.

13. Net ZeroTarget

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

14. Equality, Diversity & Inclusion

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

15. Community Safety issues

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

16. Conclusion and Recommendations

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

a) **The provisional outturn position for the General Fund revenue account for 2025/26 (See Appendix A);**

b) **The transfers to and from reserves as detailed within the report (and Appendix C) along with the corresponding updates to the 2026/27 budget;**

c) **The surplus of £0.354m be transferred to the New Burdens Reserve.**

d) **The balance on the General Reserve of £4.267m**

e) **The financing of the 2025/26 capital programme as detailed within the report and at Appendix D;**

f) **The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E;**

g) **Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7.**

h) **Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10.**

i) **To note the addition of £26,834 towards Property Services Electric Vehicles, to be funded by the Asset Management Reserve over a four-year lease period. This budget has been approved by the Deputy S151 Officer under constitutional powers.**

j) **To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from Capital S106 Contributions in 2026/27.**

k) **To approve the addition of £100k to the Community Housing Fund (Grants to Housing Providers) project, to be funded by Capital Receipts following a repaid grant in 2025/26.**

l) **To approve the updated Cromer Coast Protection Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been awarded to the Mundesley Coastal Defences project only. This leaves the 2025/26 budget as £1,037,656. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.**

M) **To approve the updated Mundesley Coastal Management Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been award to the Mundesley Coastal Management Scheme project only. This leaves the 2025/26 budget as £998,217. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.**

S151 Officer

The draft outturn position presented in this report shows a surplus for the year of £0.354m. This positive position will contribute to the Council's financial resilience and support reserves. However, future-year budget pressures will need to be closely managed and monitored to ensure the Council remains financially sustainable.

The is still subject to audit and may be subject to change. The final position will be presented to GRAC in the Statement of Accounts which they Committee will be asked to approve and sign.

Monitoring Officer

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

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General Fund Summary Outturn 2025/26

Service Area	2025/26 Base Budget	2025/26 Updated Budget	Outturn 2025/26	Variance
	£	£	£	£
Corporate Leadership/ Executive Support	4,449,256	4,448,490	4,065,485	(383,005)
Resources	6,970,323	6,973,323	6,857,438	(115,885)
Service Delivery	10,929,398	10,740,646	9,200,810	(1,539,836)
Net Cost of Services	**22,348,977**	**22,162,459**	**20,123,733**	**(2,038,726)**
Parish Precepts	3,697,854	3,697,854	3,697,854	(0)
Capital Charges	(2,962,374)	(2,962,374)	(2,962,440)	(66)
Refcus	(761,647)	(761,647)	(253,845)	507,802
Interest Receivable	(1,403,400)	(1,403,400)	(1,701,794)	(298,394)
External Interest Paid	302,100	302,100	241,769	(60,331)
Revenue Financing for Capital:	320,000	1,458,051	390,327	(1,067,724)
Minimum Revenue Provision	527,257	527,257	584,206	56,949
Capital Grants and Contributions	0	0	10,770,708	10,770,708
IAS 19 Pension Adjustment	276,280	276,280	1,469,000	1,192,720
Net Operating Expenditure	**22,345,047**	**23,296,580**	**32,359,517**	**9,062,937**
Collection Fund – Parishes	(3,697,854)	(3,697,854)	(3,697,853)	1
Collection Fund – District	(7,812,582)	(7,812,582)	(8,267,885)	(455,303)
Retained Business Rates	(8,660,926)	(8,660,926)	(11,064,739)	(2,403,813)
Collection Fund Adjustment Account	0	0	3,179,726	3,179,726
New Homes bonus	(596,090)	(596,090)	(596,090)	0
3.2% Funding Guarantee	(805,165)	(805,165)	(805,165)	0
Revenue Support Grant	(335,416)	(335,416)	(335,416)	0
NI Compensation	(150,583)	(150,583)	(150,583)	0
Recovery Grant	(194,584)	(194,584)	(194,584)	0
Extended Responsibility Grant	(1,616,000)	(1,616,000)	(1,616,000)	0
Sales Fees and Charges	0	0	142,501	142,501
Capital Grants and Contributions	0	0	(10,770,708)	(10,770,708)
Income from Government Grant and Taxpayers	**(23,869,200)**	**(23,869,200)**	**(34,176,796)**	**(10,307,596)**
Contributions to/(from) Earmarked reserves	**1,524,153**	**572,620**	**1,462,791**	**890,171**
(Surplus)/Deficit	**0**	**0**	**(354,488)**	**(354,488)**

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	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Human Resources & Payroll				
Employee	360,555	332,939	(27,616)	(£16,582) Common Training Budget. (£10,053) Vacant posts.
IAS 19 Pension Adj	0	(20,779)	(20,779)	Pension Fund Adjustment.
Transport	500	223	(277)	No major variances.
Supplies and Services	23,900	18,351	(5,549)	(£3,964) Professional Fee's.
Income	(1,000)	0	1,000	No major variances.
	383,955	**330,735**	**(53,220)**	
Tourist Information Centres				
Employee	0	31,774	31,774	£23,207 Redundancy costs funded from reserves. £8,568 Employee costs for additional month.
IAS 19 Pension Adj	0	(438)	(438)	No major variances.
Premises	18,586	16,474	(2,112)	No major variances.
Supplies and Services	330	2,071	1,741	No major variances.
Capital Financing	2,651	2,652	1	No major variances.
Income	(10,000)	(2,589)	7,411	£10,000 Delay in new tenancy.
	11,567	**49,945**	**38,378**	
Corporate Leadership Team				
Employee	731,021	641,567	(89,454)	(£111,449) Vacant Posts. £13,735 Advertising costs. £9,741 Additional supplement.
IAS 19 Pension Adj	0	(45,738)	(45,738)	Pension Fund Adjustment.
Transport	9,131	5,352	(3,779)	No major variances.
Supplies and Services	13,820	17,414	3,594	No major variances.
	753,972	**618,595**	**(135,377)**	
Reprographics				
Employee	709	759	50	No major variances.
Transport	250	0	(250)	No major variances.
Supplies and Services	35,290	25,685	(9,605)	(£4,346) Equipment Leases. (£4,238) Stationery.
Income	(4,000)	(3,870)	130	No major variances.
	32,249	**22,575**	**(9,674)**	
Customer Services - Corporate				
Employee	934,118	918,608	(15,510)	(£13,728) Vacant posts. (£3,125) Training.
IAS 19 Pension Adj	0	(70,664)	(70,664)	Pension Fund Adjustment.
Transport	4,000	1,510	(2,490)	No major variances.
Supplies and Services	62,332	46,446	(15,886)	(£7,485) Computer Software (£7,014) Stationery.
Capital Financing	54,056	54,048	(8)	No major variances.
Income	(17,250)	(22,356)	(5,106)	New tenancy recharges.
	1,037,256	**927,591**	**(109,665)**	
Communications				
Employee	216,496	223,162	6,666	£8,044 Fixed Term Contract Extension. £2,148 Reallocation costs. (£5,000) Training.
IAS 19 Pension Adj	0	(17,815)	(17,815)	Pension Fund Adjustment.
Transport	2,238	7,029	4,791	£4,584 Back pay of travel costs.
Supplies and Services	52,680	29412.35	(23,268)	Reduced outlook magazine distribution.
Capital Financing	55,954	55,956	2	No major variances.
Income	0	(2,235)	(2,235)	No major variances.
	327,368	**295,509**	**(31,859)**	
Project and Performance Management				
Employee	169,574	233,941	64,367	£36,972 Redundancy pay funded from reserves. £18,185 Maternity cover. £9,919 Delayed redundancy costs. (£2,067) Training.
IAS 19 Pension Adj	0	(17,777)	(17,777)	Pension Fund Adjustment.
Transport	600	387	(213)	No major variances.
Supplies and Services	2,840	975	(1,865)	No major variances.
	173,014	**217,526**	**44,512**	
AD Corporate Services				
Employee	96,604	83,889	(12,715)	Vacant post.
IAS 19 Pension Adj	0	(6,926)	(6,926)	Pension Fund Adjustment.
Transport	1,444	1,900	456	No major variances.
Supplies and Services	250	80	(170)	No major variances.
	98,298	**78,943**	**(19,355)**	
Corporate H&S				
Employee	90,573	92,826	2,253	No Major variances.
IAS 19 Pension Adj	0	(7,481)	(7,481)	Pension Fund adjustments.
Transport	600	267	(333)	No Major variances.
Supplies and Services	2,250	1,869	(381)	No Major variances.
Income	(26,500)	(980)	25,520	Income not attainable due to officer covering other vacant posts.
	66,923	**86,502**	**19,579**	
Total Corporate	**2,884,602**	**2,627,920**	**(256,682)**	

General Fund Outturn 2025/26
Corporate Directorate
Legal and Governance

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Registration Services				
Employee	159,956	160,460	504	No major variances.
IAS 19 Pension Adj	0	(12,894)	(12,894)	Pension Fund Adjustment.
Premises	2,600	919	(1,681)	No major variances.
Transport	400	329	(71)	No major variances.
Supplies and Services	62,425	100,544	38,119	£18,885 Printing. £10,858 Equipment. £5,125 Postage; due to unplanned elections & postal refresh.
Income	(1,500)	(10,838)	(9,338)	(£6,350) Recharges for external elections. (£2,988) Register sales.
	223,881	**238,521**	**14,640**	
Members Services				
Employee	223,125	204,378	(18,748)	Vacant posts.
IAS 19 Pension Adj	0	(15,519)	(15,519)	Pension Fund Adjustment.
Transport	7,981	9,516	1,535	No major variances.
Supplies and Services	406,967	391,192	(15,775)	(£12,049) Member allowances.
	638,073	**589,566**	**(48,507)**	
Legal Services				
Employee	565,582	481,320	(84,262)	(£80,977) Vacant posts. (£4,930) Training.
IAS 19 Pension Adj	0	(38,261)	(38,261)	Pension Fund Adjustment.
Transport	3,588	1,089	(2,499)	No major variances.
Supplies and Services	79,810	134,818	55,008	£66,421 Agency costs funded from above underspend. (£6,207) Client disbursements. (£3,235) Legal literature.
Income	(55,000)	(71,151)	(16,151)	Additional legal income.
	593,980	**507,815**	**(86,165)**	
Ad Legal and Governance				
Employee	104,960	108,655	3,695	Back pay correction.
IAS 19 Pension Adj	0	(8,590)	(8,590)	Pension Fund Adjustment.
Transport	2,194	1,121	(1,073)	No major variances.
Supplies and Services	800	477	(323)	No major variances.
	107,954	**101,662**	**(6,292)**	
Total Legal and Governance	**1,563,888**	**1,437,565**	**(126,323)**	
Total Corporate Directorate	**4,448,490**	**4,065,485**	**(383,005)**	

General Fund Outturn 2025/26
Resources Directorate
Finance, Assets and Revenues

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Car Parking				
Premises	771,170	727,639	(43,531)	(£23,873) Utilities and Business Rates, (£15,643) Repairs and Maintenance, (£5,194) Rent/Hire Purchase of Land (Income Shares Payable).
Supplies and Services	362,425	417,943	55,518	See **Note A** Below:
Capital Financing	55,829	68,135	12,306	REFCUS.
Income	(3,851,874)	(3,817,999)	33,875	See **Note B** Below:
Internal Income	(10,000)	(7,985)	2,015	Lower markets income.
	(2,672,450)	**(2,612,268)**	**60,182**	

Note A: £37,165 Management Fee, mainly in relation to Kings Lynn contract and new EVCP contract, £12,353 Tickets & Receipts (New time clocks for Season Tickets). £6,294 Postage costs for new season tickets.

Note B: (£288,684) Car Parking Credit Card, (£82,149) Car Parking App, (£46,208) PCN Income, (£26,830) Other Contributions and (£6,258) EVCP Income. £461,573 Car Parking Cash, £7,813 Season Ticket Income and £14,809 Rental Income.

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
Industrial Estates				
Premises	34,914	50,518	15,604	£7,403 Utilities and Business Rates. £6,173 Repairs and Maintenance, £2,028 Rent/Hire of Buildings.
Supplies and Services	0	(509)	(509)	No Major Variances.
Capital Financing	24,189	24,192	3	No Major Variances.
Income	(236,353)	(200,729)	35,624	£23,210 Service Charge and Other Recoverable Income. £12,414 Rental Income due to vacant units and lease renewals taking longer than anticipated.
	(177,250)	**(126,529)**	**50,721**	
Surveyors and Church Yards				
Premises	6,500	4,441	(2,059)	Repairs and Maintenance.
Capital Financing Costs	0	4,955	4,955	REFCUS.
Income	(50)	(50)	0	No Major Variances.
	6,450	**9,346**	**2,896**	
Revenue Services				
Employee	1,014,776	969,026	(45,750)	(£21,441) Apprentice post vacant until mid February, (£18,184) Two Revenue Officer posts replaced with Apprentices and (£6,762) National Insurance.
IAS 19 Pension Adj	0	(76,467)	(76,467)	Pension Fund Adjustment.
Transport	1,844	3,611	1,767	Transport costs.
Supplies and Services	183,173	155,653	(27,520)	See **Note A** Below:
Capital Financing	0	101	101	No Major Variances.
Income	(454,130)	(455,463)	(1,333)	See **Note B** Below:
	745,663	**596,461**	**(149,202)**	

Note A: (£34,280) Reserve funded computer hardware purchases that are delayed and due to start next financial year. (£17,036) Other Professional Fees. £25,477 Bad Debt Provision.

Note B: Council Tax: £11,225 Discounts funded by General Fund. (£176,982) Costs Awarded.£10,607 Care Leavers Council Tax Exemption. Business Rates: (£8,749) Costs Awarded. (£266,337) Cost of Collection Allowance.

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
Benefits Subsidy				
Supplies and services	0	102,701	102,701	£132,885 Housing Support Fund (HSF) payments and grant payments. £8,423 Bad Debts written off. (£38,607) Provision for bad and doubtful debts.
Transfer Payments	20,021,089	16,156,539	(3,864,550)	Housing Benefit and Discretionary Housing payments offset by Benefit Subsidy.
Income	(20,021,089)	(15,645,321)	4,375,768	See **Note A** Below:
	0	**613,920**	**613,920**	

Note A: Both the Housing Benefit payment and subsidy budgets were established based higher payment volumes. £3,864,550. Irrecoverable or subsidy claimed at reduced rates £1,002,057, of which £734,000 relates to temporary accommodation. (£99,334) HSF grant. (£380,687) Movement in overpayment debtor provisions and recovered overpayment cash.

General Fund Outturn 2025/26
Resources Directorate
Finance, Assets and Revenues

	Updated Budget 2025/26 £	Outturn 2025/26 £	Variance 2025/26 £	Variance Explanation
Non Distributed Costs				
Employee	0	111,324	111,324	Pension Strain on restructured posts & IAS 19 Adjustments
	0	**111,324**	**111,324**	
ICT - Support Services				
Employee	1,110,382	1,076,124	(34,258)	(£38,469) Employee costs due to structure changes, and reduction in hours, offset by small overspend in training.
IAS 19 Pension Adj	0	(83,439)	(83,439)	Pension Fund Adjustment.
Transport	800	258	(542)	No Major Variances.
Supplies and Services	1,021,634	912,520	(109,114)	See **Note A** Below:
Capital Financing	206,587	206,592	5	No Major Variances.
Income	0	(317)	(317)	No Major Variances.
	2,339,403	**2,111,738**	**(227,665)**	

Note A: (£33,619) Other Professional Fees, lower costs in relation to external Web Developer. (£75,813) Computer Costs, due to software historically being purchased for multiple years, therefore reduced charge in 25/26.

	Updated Budget 2025/26 £	Outturn 2025/26 £	Variance 2025/26 £	Variance Explanation
Poppyfields				
Premises	3,425	2,423	(1,002)	No Major Variances.
Supplies and Services	20,100	15,132	(4,968)	Equipment Purchases.
	23,525	**17,555**	**(5,970)**	
Property Services				
Employee	597,381	613,496	16,115	Back pay and overtime.
IAS 19 Pension Adj	0	(48,811)	(48,811)	Pension Fund Adjustment.
Premises	2,040	7,077	5,037	Corporate unbudgeted R&M costs.
Transport	29,850	31,698	1,848	No Major Variances.
Supplies and Services	20,261	20,845	584	No Major Variances.
Capital Financing	16,354	16,356	2	No Major Variances.
Income	0	(1,146)	(1,146)	No Major Variances.
	665,886	**639,515**	**(26,371)**	
Estates				
Employee	250,040	153,186	(96,854)	Employee vacancies, partially offset by ESPO Contract for Consultancy under Supplies and Services.
IAS 19 Pension Adj	0	(10,677)	(10,677)	Pension Fund Adjustment.
Premises	5,840	6,346	506	No Major Variances.
Transport	4,000	1,033	(2,967)	Travelling costs reduced due to uptake in use of Electric Vehicles.
Supplies and Services	25,600	49,438	23,838	£14,412 Consultancy Fees (ESPO Contract) and £9,965 Other Professional Fees (Asset Valuations),
Capital Salaries	(1,800)	(270)	1,530	Reduction in employee time charged to capital projects.
Income	(2,780)	(9,349)	(6,569)	(£4,030) Admin Fee Income and (£2,539) Shared Equity Property Income.
	280,900	**189,706**	**(91,194)**	
Admin Buildings				
Premises	561,232	568,584	7,352	£80,291 Repairs and Maintenance offset by (£73,039) Utilities and Business Rates.
Transport	0	7	7	No Major Variances.
Supplies and Services	35,764	24,155	(11,609)	Health and Safety.
Transfer Payments	149,849	221,077	71,228	£62,513 NNDC Share of Cromer Service Charge Costs and £8,715 NNDC Share of Fakenham Service Charge Costs.
Capital Financing	30,487	30,492	5	No Major Variances.
Income	(467,356)	(473,959)	(6,603)	See **Note A** Below:
	309,976	**370,356**	**60,380**	

Note A: £69,142 Decrease in External service charge and Insurance Recovery income. (£4,518) Rental and EVCP Income. (71,228) Increase in NNDC share of service charge income, this is due to tenant floor areas being re-adjusted.

General Fund Outturn 2025/26
Resources Directorate
Finance, Assets and Revenues

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Corporate Finance				
Employee	581,559	565,614	(15,945)	Vacant Chief Technical Accountant.
IAS 19 Pension Adj		(39,693)	(39,693)	Pension Fund Adjustment.
Transport	1,044	349	(695)	No Major Variances.
Supplies and Services	32,008	99,363	67,355	£60,331 Agency Fees and £6,894 Subscriptions.
Capital Financing	13,631	13,632	1	No Major Variances.
	628,242	**639,265**	**11,023**	
Insurance & Risk Management				
Employee	58,150	57,377	(773)	No Major Variances.
Transport	11,670	12,550	880	No Major Variances.
Supplies and Services	154,010	148,234	(5,776)	All Risks Insurance and Public Liability.
Income	0	(33)	(33)	No Major Variances.
	223,830	**218,127**	**(5,703)**	
Internal Audit				
Supplies and Services	90,846	78,147	(12,699)	Audit Fees.
	90,846	**78,147**	**(12,699)**	
Playgrounds				
Premises	31,450	30,865	(585)	No Major Variances.
Supplies and Services	63,237	72,386	9,149	£11,400 Playground Repairs offset by (£2,252) Other Professional Fees.
	94,687	**103,251**	**8,564**	
Chalets/Beach Huts				
Premises	37,158	22,670	(14,488)	(£8,409) Business Rates and (£6,049) Repairs and Maintenance.
Supplies and Services	20,200	23,294	3,094	£7,670 Other Professional Fees offset by (£3,000) Equipment Purchases.
Capital Financing	4,530	4,536	6	No Major Variances.
Income	(332,000)	(292,809)	39,191	Income below budget due to the transition of the weekly let units to leases, this commenced in June following the end of the winter block booking.
	(270,112)	**(242,309)**	**27,803**	
Amenity Lighting				
Premises	43,221	41,390	(1,831)	£3,317 Repairs and Maintenance offset by (£5,148) Electricity.
	43,221	**41,390**	**(1,831)**	
Community Centres				
Premises	11,280	7,701	(3,579)	Repairs and Maintenance.
Capital Financing	1,460	1,464	4	No Major Variances.
Income	0	1,070	1,070	Re-imbursement to tenant for overpayment of Insurance Premium.
	12,740	**10,235**	**(2,505)**	
Cromer Pier				
Premises	155,590	182,247	26,657	Repairs and Maintenance.
Supplies and Services	21,000	(16,909)	(37,909)	(£31,195) Historical PO closed down in 2025/26. £12,160 Inspection Fees. (£20,000) To be transferred to reserve for future survey.
Capital Financing	72,849	72,852	3	No Major Variances.
Income	0	(108)	(108)	Pier donation income.
	249,439	**238,082**	**(11,357)**	
Public Conveniences				
Premises	775,800	717,600	(58,200)	(£23,801) Repairs and Maintenance. (£34,399) Utilities and Business Rates.
Supplies and Services	41,100	19,899	(21,201)	Health and Safety.
Transfer Payments	17,224	23,962	6,738	Increased Internal Recharge to Rocket House.
Capital Financing	139,989	139,992	3	No Major Variances.
Income	0	(1,649)	(1,649)	Vandalism reimbursement.
	974,113	**899,804**	**(74,309)**	

General Fund Outturn 2025/26
Resources Directorate
Finance, Assets and Revenues

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Investment Properties				
Premises	217,342	197,772	(19,570)	(£13,878) Repairs and Maintenance. (£5,692) Utilities and Business Rates.
Supplies and Services	2,079	3,143	1,064	No Major Variances.
Capital Financing	111,696	111,696	0	No Major Variances.
Income	(221,927)	(209,059)	12,868	Reduction in rental income.
	109,190	**103,552**	**(5,638)**	
Central Costs				
Employee	35,500	53,814	18,314	£14,556 National Insurance - Apprenticeship Levy. £3,758 Subs to Professional Bodies.
Supplies and Services	15,500	8,085	(7,415)	Other Professional Fees.
	51,000	**61,899**	**10,899**	
Corporate & Democratic Core				
Employee	437	251	(186)	No Major Variances.
Transport	100	0	(100)	No Major Variances.
Supplies and Services	491,415	1,006,967	515,552	See **Note A** Below:
Transfer Payments	0	1,500	1,500	Interest Costs.
Income	0	(89,960)	(89,960)	MHCLG Audit Grant Income. Redmond Review Grant.
	491,952	**918,759**	**426,807**	

Note A: (£142,848) Audit Fee, (£12,000) Other Professional Fees. £5,065 Treasury Brokerage Fees and Bank Charges. £22,777 Subscriptions and Licences. £660,980 Contributions made up of: £549,934 Enterprize Zone, £50,000 Fuel Poverty, and £62,000 Local Government Reorganisation.

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
AD Finance, Assets and Revenues				
Employee	94,103	87,035	(7,068)	£4,320 Employee Costs. (£11,392) Training and Management Development.
IAS 19 Pension Adj		(6,516)	(6,516)	Pension Fund Adjustment.
Transport	1,219	1,874	655	No Major Variances.
Supplies and Services	160	1,216	1,056	No Major Variances.
	95,482	**83,608**	**(11,874)**	
Total Finance Assets and Revenues	**4,316,733**	**5,074,935**	**758,202**	

General Fund Outturn 2025/26
Resources Directorate
Sustainable Growth

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Economic Growth				
Employee	700	470	(230)	No Major Variances.
Premises	5,180	5,487	307	No Major Variances.
Supplies and Services	375,697	423,483	47,786	£48,778 funded by grant income below.
Capital Financing	47,792	4,271	(43,521)	No Major Variances.
Income	(330,302)	(371,345)	(41,043)	(£48,778) Greater Anglia Grant. £5,028 Unrecoverable insurance premium.
	99,067	**62,365**	**(36,702)**	
Tourism				
Supplies and Services	60,105	92,000	31,895	Contributions to VNN funded from reserves.
	60,105	**92,000**	**31,895**	
Coast Protection				
Employee	356,548	337,941	(18,607)	Coastwise vacancies funded from grant.
IAS 19 Pension Adj		(27,849)	(27,849)	Pension Fund Adjustment.
Premises	156,038	200,791	44,753	£36,683 Reactive works funded by contributions below. £7,501 Business rates on capital project.
Transport	944	7,010	6,066	Coastwise costs funded from grant.
Supplies and Services	64,950	33,375	(31,575)	Contributions.
Support Services	0	16,779	16,779	Internal recharge to Coastal Management.
Capital Financing	503,880	503,880	0	No Major Variances.
Income	(331,748)	(391,187)	(59,439)	(£75,000) Happisburgh Coastal Management Fund. £16,561 Reduced grant funding.
	750,612	**680,740**	**(69,872)**	
Business Growth Staffing				
Employee	243,910	305,078	61,168	Unanticipated project extension.
IAS 19 Pension Adj	0	(24,951)	(24,951)	Pension Fund Adjustment.
Transport	5,376	4,463	(913)	No Major Variances.
Supplies and Services	100	607	507	No Major Variances.
	249,386	**285,197**	**35,811**	
Housing Strategy				
Employee	135,187	110,023	(25,164)	Vacant post.
IAS 19 Pension Adj	0	(8,831)	(8,831)	Pension Fund Adjustment.
Transport	1,644	1,058	(586)	No Major Variances.
Supplies and Services	11,000	9,723	(1,277)	No Major Variances.
Capital Financing	761,647	119,000	(642,647)	REFCUS.
	909,478	**230,972**	**(678,506)**	
Environmental Strategy				
Employee	169,823	147,731	(22,092)	Vacant post.
IAS 19 Pension Adj	0	(11,415)	(11,415)	Pension Fund Adjustment.
Transport	1,146	33,450	32,304	EV Pool vehicles funded from reserves.
Supplies and Services	71,050	46,019	(25,031)	(£69,170) Reserve funds not spent. £44,556 Norfolk Climate Change Partnership fee's funded from income below.
Income	(42,391)	(91,813)	(49,422)	Norfolk Climate Change Partnership contributions.
	199,628	**123,973**	**(75,655)**	
Coastal Management				
Employee	315,878	251,042	(64,836)	(£65,823) Vacant posts.
IAS 19 Pension Adj	0	(16,558)	(16,558)	Pension Fund Adjustment.
Transport	11,163	8,811	(2,352)	No Major Variances.
Supplies and Services	33,252	33,153	(99)	No Major Variances.
Income	(69,057)	(60,481)	8,576	£25,355 Funding not received for part vacant post offset by above underspend. (£16,779) Internal recharge from Coast Protection.
	291,236	**215,967**	**(75,269)**	
Ad Sustainable Growth				
Employee	94,934	97,785	2,851	No Major Variances.
IAS 19 Pension Adj	0	(7,947)	(7,947)	Pension Fund Adjustment.
Transport	1,944	1,220	(724)	No Major Variances.
Supplies and Services	200	232	32	No Major Variances.
	97,078	**91,290**	**(5,788)**	
Total Sustainable Growth	**2,656,590**	**1,782,503**	**(874,087)**	
Total Resources Directorate	**6,973,323**	**6,857,438**	**(115,885)**	

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General Fund Outturn 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Internal Drainage Board Levies				
Premises	576,672	576,672	0	No Major Variances.
Supplies and Services		155	155	No Major Variances.
Income	0	(49,000)	(49,000)	IDB Grant from Central Government.
	576,672	**527,827**	**(48,845)**	
Travellers				
Premises	6,959	10,956	3,997	Higher water charges.
Supplies and Services	57,700	62,387	4,687	Cost of portable toilets.
Capital Financing	6,104	6,108	4	No Major Variances.
Income	(1,000)	(1,602)	(602)	No Major Variances.
	69,763	**77,849**	**8,086**	
Public Protection				
Employee	624,367	589,044	(35,323)	(£42,614) Employee costs due to vacant posts for part of the financial year, offset by costs for fixed term staffing. £4,365 Higher training costs; £3,267 Relocation and new appointment advertising.
IAS 19 Pension Adj	0	(45,564)	(45,564)	Pension Fund adjustments.
Transport	13,994	10,376	(3,618)	Lower travelling allowance and lump sum payments.
Supplies and Services	46,660	114,094	67,434	See **Note A** below:
Income	(255,358)	(281,374)	(26,016)	See **Note B** below:
	429,663	**386,576**	**(43,087)**	

Note A: £25,796 Agency staff - to provide additional resourcing whilst in process of recruitment. £39,931 Professional fees - this variance relates predominantly to Operation Storm (an enforcement case).

Note B: (£3,308) New Burdens grant funding. £3,347 Lower misc. fee income. £7,729 Lower Taxi Licensing fee income - reduction in the number of Driver licences. (£33,784) Higher Premises licences - collection of arrears.

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
Street Signage				
Supplies and Services	10,000	7,373	(2,627)	No Major variances.
	10,000	**7,373**	**(2,627)**	
Environmental Protection				
Employee	606,094	607,012	918	No Major Variances.
IAS 19 Pension Adj	0	(48,054)	(48,054)	Pension Fund adjustments.
Premises	0	4,723	4,723	Out of hours callout fees for dangerous structures.
Transport	22,040	20,565	(1,475)	No Major variances.
Supplies and Services	75,720	82,386	6,666	£5,259 Agency staff; £6,148 Subscriptions. Offset by miscellaneous minor underspends.
Capital Financing	37,620	37,632	12	No Major variances.
Income	(41,500)	(40,037)	1,463	No Major variances.
	699,974	**664,228**	**(35,746)**	
Environmental Contracts				
Employee	386,041	371,600	(14,441)	Employee savings relating to a vacant post.
IAS 19 Pension Adj		(30,260)	(30,260)	Pension Fund adjustments.
Premises	0	269	269	No Major variances.
Transport	12,444	9,412	(3,032)	No Major variances.
Supplies and Services	1,275	2,839	1,564	No Major variances.
	399,760	**353,859**	**(45,901)**	
Markets				
Employee	5,458	7,075	1,617	No Major variances.
IAS 19 Pension Adj	0	(502)	(502)	Pension Fund adjustments.
Premises	22,138	19,978	(2,160)	No Major variances.
Transport	0	87	87	No Major variances.
Supplies and Services	4,150	2,360	(1,790)	No Major variances.
Income	(40,000)	(31,940)	8,060	Lower income from market traders.
	(8,254)	**(2,941)**	**5,313**	

General Fund Outturn 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Parks & Open Spaces				
Premises	275,240	272,579	(2,661)	Lower repair and maintenance costs.
Supplies and Services	66,000	65,928	(72)	No Major variances.
Capital Financing	1,368	1,368	0	No Major variances.
Income	(8,250)	(17,853)	(9,603)	Higher interest on grassed area deposits.
	334,358	**322,022**	**(12,336)**	
Foreshore				
Employee	20,129	13,545	(6,584)	Vacant posts.
Premises	45,701	30,488	(15,213)	Lower repair & maintenance and running costs.
Transport	700	348	(352)	No Major variances.
Supplies and Services	2,300	40	(2,260)	No Major variances.
Income	0	209	209	No Major variances.
	68,830	**44,630**	**(24,200)**	
Leisure Complexes				
Premises	141,923	152,075	10,152	£6,618 Higher R&M and grounds maintenance costs. (£3,365) Lower business rates. £5,886 Higher utility costs.
Supplies and Services	5,510	23,240	17,730	£3,605 Professional fees. £16,200 Contributions to the Football Foundation towards Pitch Replacement Fund. (£2,261) Bad debt provision.
Capital Financing	587,211	850,803	263,592	REFCUS.
Income	(140,256)	(145,616)	(5,360)	Balances relating to insurance recharges brought forward.
	594,388	**880,502**	**286,114**	
Other Sports				
Premises	11,110	11,268	158	No Major Variances.
Supplies and Services	32,800	30,721	(2,079)	No Major Variances.
Income	(8,700)	(8,192)	508	No Major Variances.
	35,210	**33,796**	**(1,414)**	
Recreation Grounds				
Premises	7,200	7,744	544	No Major Variances.
Supplies and Services	7,300	7,295	(5)	No Major Variances.
Capital Financing	6,046	6,048	2	No Major Variances.
Income	(1,000)	(1,090)	(90)	No Major Variances.
	19,546	**19,997**	**451**	
Pier Pavilion				
Premises	3,000	3,243	243	No Major Variances.
Supplies and Services		2,399	2,399	No Major Variances.
Capital Financing	20,286	20,292	6	No Major Variances.
Income	(10,000)	(22,929)	(12,929)	Higher profit share.
	13,286	**3,004**	**(10,282)**	
Beach Safety				
Premises	2,750	700	(2,050)	Lower R&M costs.
Supplies and Services	372,283	381,002	8,719	£3,547 Higher Management fees. £5,322 Blue Flag application fees.
	375,033	**381,701**	**6,668**	
Woodlands Management				
Employee	194,722	181,921	(12,801)	Vacant post.
IAS 19 Pension Adj	0	(14,788)	(14,788)	Pension Fund adjustments.
Premises	52,831	87,075	34,244	£28,936 - R&M - Includes Car park works at Holt Country Park and infrastructure costs for Sadlers Wood improvement project - both of which have been funded from Section 106 monies. £6,135 Emergency tree works.
Transport	25,076	26,139	1,063	No Major Variances.
Supplies and Services	21,450	48,738	27,288	See **Note A** below:
Capital Financing	5,449	5,448	(1)	No Major Variances.
Income	(69,960)	(134,656)	(64,696)	Section 106 contributions.
	229,568	**199,877**	**(29,691)**	

Note A: £10,808 Play equipment and materials for the Sadlers Wood project and the Holt Country Park improvement works. £2,125 PPE and workwear. £11,515 Professional fees - to include Green Flag applications, ecology and chipper training costs, sculptures for the Sadlers Wood project and illustrations for interpretation boards. The majority of these costs have been offset by Section 106 funding.

General Fund Outturn 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Waste Collection And Disposal				
Employee Cost	0	14,515	14,515	Project management costs associated with the Domestic Food Waste project.
IAS 19 Pension Adj		(1,283)	(1,283)	Pension Fund adjustments.
Supplies and Services	6,112,401	6,192,479	80,078	See **Note A** below:
Capital Financing	764,192	764,196	4	No Major Variances.
Income	(4,981,482)	(5,361,602)	(380,120)	See **Note B** below:
	1,895,111	**1,608,306**	**(286,805)**	

Note A: £81,195 Legal and survey fees paid in relation to Domestic food waste - all funded from DEFRA grant. (£146,614) Lower commercial waste disposal costs. (£32,766) Lower tonnage processed through the Material Recycling Facility (MRF). £140,863 Serco contractor costs predominantly associated with the collection of commercial food waste. £3,483 Bin hangers and recycling calendars. £33,324 Bad debts written off.

Note B: (£94,833.25) DEFRA grant to fund Domestic Food waste costs. Additional fee income (£62,170) Bulky waste; (£57,947) Commercial waste fees; (£40,245) Garden bin fees. £107,751 Less recycling credit income - lower tonnages than budgeted. (£7,802) Sale of scrap bins and deliveries of new bins. (£20,392) Additional profit share from NEWS. (£103,730) Performance failure payments and (£104,872) Gate fee adjustments. Of this additional income, a request has been made to transfer £223,730 to reserves.

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
Cleansing				
Supplies and Services	1,099,500	1,050,863	(48,637)	Lower Serco contractor costs.
Income	(90,400)	(89,589)	811	No Major Variances.
	1,009,100	**961,275**	**(47,825)**	
Leisure				
Employee	179,456	167,489	(11,967)	Vacant post.
IAS 19 Pension Adj	0	(14,719)	(14,719)	Pension Fund adjustments.
Transport	5,332	3,085	(2,248)	Higher travelling allowances.
Supplies and Services	27,550	27,764	214	No Major Variances.
Income	0	(2,071)	(2,071)	Capital salaries.
	212,338	**181,547**	**(30,791)**	
Community Safety				
Employee	8,886	8,063	(823)	No Major Variances.
IAS 19 Pension Adj	0	(620)	(620)	Pension Fund adjustments.
Transport	500	0	(500)	No Major Variances.
Supplies and Services	5,000	5,000	0	No Major Variances.
	14,386	**12,443**	**(1,943)**	
Civil Contingencies				
Employee	89,173	91,187	2,014	No Major Variances.
IAS 19 Pension Adj	0	(7,393)	(7,393)	Pension Fund adjustments.
Transport	944	1,205	261	No Major Variances.
Supplies and Services	5,690	4,394	(1,296)	No Major Variances.
	95,807	**89,393**	**(6,414)**	
Ad Environmental & Leisure Svs				
Employee	99,402	98,615	(787)	No Major Variances.
IAS 19 Pension Adj	0	(8,009)	(8,009)	Pension Fund adjustments.
Transport	1,744	2,678	934	No Major Variances.
Supplies and Services	100	523	423	No Major Variances.
	101,246	**93,807**	**(7,439)**	
	7,175,785	**6,847,072**	**(328,713)**	

General Fund Outturn 2025/26
Service Delivery Directorate
People Services

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Benefits Administration				
Employee	1,084,665	1,036,208	(48,457)	Vacant posts and secondments.
IAS 19 Pension Adj	0	(78,996)	(78,996)	Pension Fund Adjustments.
Transport	5,087	4,199	(888)	No Major Variances.
Supplies and Services	58,175	13,968	(44,207)	(£37,011) Bad debt provision. (£10,268) Computer software purchases. £5,820 Hybrid mailing. The balance consists of misc. minor underspends.
Capital Financing	31,700	31,704	4	No Major Variances.
Income	(272,366)	(295,506)	(23,140)	(£14,038) New Burdens Funding. (£9,102) Benefit Admin Subsidy.
	907,261	**711,578**	**(195,683)**	
Homelessness				
Premises	130,594	105,786	(24,808)	(£19,811) Lower R&M costs. (£4,181) Lower running/utility costs - now the responsibility of tenants.
Transport	0	678	678	No Major Variances.
Supplies and Services	1,086,970	1,074,818	(12,152)	See **Note A** below:
Capital Financing	83,963	83,964	1	No Major Variances.
Income	(1,984,645)	(2,139,064)	(154,419)	(£29,405) Additional grant income. (£124,010) Higher rent collections and service charges for temporary accommodation.
	(683,118)	**(873,817)**	**(190,699)**	

Note A: £12,327 Higher B&B charges offset by subsidy and client contributions. (£16,518) Saving on computer software licensing costs. (£3,936) Lower Contributions and Rent Deposit Scheme payments. (£4,054) Bad debts provision.

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
Housing Options				
Employee	830,188	823,361	(6,827)	(£3,437) Reduced training costs. The balance relates to minor variances for salary and oncosts.
IAS 19 Pension Adj	0	(64,729)	(64,729)	Pension Fund Adjustments.
Transport	5,000	7,363	2,363	No Major Variances.
Supplies and Services	4,144	4,731	587	No Major Variances.
Income	(19,871)	(23,276)	(3,405)	Higher grant income from NCC relating to the Sanctuary Scheme.
	819,461	**747,450**	**(72,011)**	
Community				
Employee	1,015,618	977,068	(38,550)	Saving in salaries offset by capitalized salaries.
IAS 19 Pension Adj		(56,636)	(56,636)	Pension Fund Adjustments.
Premises		779	779	No Major Variances.
Transport	16,865	18,520	1,655	No Major Variances.
Supplies and Services	169,723	131,666	(38,057)	(£9,218) Lower grant payments. (£28,787) Professional fees.
Capital Financing	0	(102,479)	(102,479)	REFCUS.
Capital Salaries	(396,488)	(356,976)	39,512	Higher costs met by saving in salaries.
Income - Capital Salaries	(229,558)	(229,320)	238	No Major Variances.
	576,160	**382,622**	**(193,538)**	
Ad People Services				
Employee	79,607	80,742	1,135	No Major Variances.
IAS 19 Pension Adj		(6,519)	(6,519)	Pension Fund Adjustments.
Transport	1,194	845	(349)	No Major Variances.
Supplies and Services	100	0	(100)	No Major Variances.
	80,901	**75,069**	**(5,832)**	
Total People Services	**1,700,665**	**1,042,901**	**(657,764)**	

General Fund Outturn 2025/26
Service Delivery Directorate
Planning

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Development Management				
Employee	1,393,059	1,392,109	(950)	No Major Variances.
IAS 19 Pension Adj	0	(102,189)	(102,189)	Pension Fund Adjustments.
Transport	25,880	27,028	1,148	No Major Variances.
Supplies and Services	57,750	106,810	49,060	£28,000 Compensation payments. £16,339 Appeal legal fees. £7,050 Contributions. (£5,379) Professional fees.
Capital Financing	76,501	76,500	(1)	No Major Variances.
Income	(1,077,500)	(1,284,704)	(207,204)	Additional applications including larger sites.
	475,690	**215,554**	**(260,136)**	
Planning Policy				
Employee	397,744	378,857	(18,887)	Part vacant post.
IAS 19 Pension Adj	0	(30,017)	(30,017)	Pension Fund Adjustments.
Transport	7,108	6,116	(992)	No Major Variances.
Supplies and Services	117,200	37,816	(79,384)	(£61,014) Local plan spend funded from reserves (£18,646) Professional Fees.
Income	0	(311)	(311)	No Major Variances.
	522,052	**392,460**	**(129,592)**	
Conservation, Design & Landscape				
Employee	344,405	335,637	(8,768)	(£6,383) Opted out contributions.
IAS 19 Pension Adj	0	(23,531)	(23,531)	Pension Fund Adjustments.
Transport	7,909	8,850	941	No Major Variances.
Supplies and Services	31,350	21,727	(9,623)	Contributions not payable.
	383,664	**342,683**	**(40,981)**	
Building Control				
Employee	547,287	557,608	10,321	£12,369 Fixed term contract extension funded from reserves.
IAS 19 Pension Adj	0	(44,383)	(44,383)	Pension Fund Adjustments.
Transport	18,764	18,509	(255)	No Major Variances.
Supplies and Services	14,270	1,747	(12,523)	Various minor variances.
Income	(517,642)	(431,488)	86,154	Fee increase implemented in-year.
	62,679	**101,992**	**39,313**	
Planning Enforcement Team				
Employee	237,783	253,233	15,450	Saving bid not met, removed for future years.
IAS 19 Pension Adj	0	(20,996)	(20,996)	Pension Fund Adjustments.
Transport	8,219	5,752	(2,467)	No Major Variances.
Supplies and Services	4,650	3,189	(1,461)	No Major Variances.
Income	0	(2,762)	(2,762)	No Major Variances.
	250,652	**238,415**	**(12,237)**	
Property Information				
Employee	131,690	132,706	1,016	No Major Variances.
IAS 19 Pension Adj	0	(8,129)	(8,129)	Pension Fund Adjustments.
Transport	100	138	38	No Major Variances.
Supplies and Services	97,790	58,294	(39,496)	(£50,000) Professional fees budget funded from reserves. £8,568 Increased search fees linked to income. £3,300 Computer Software.
Income	(178,450)	(262,861)	(84,411)	(£60,415) Increased applications. (£20,846) New Burdens Grant.
	51,130	**(79,851)**	**(130,981)**	
Ad Planning				
Employee	127,004	115,387	(11,617)	Planning directorate training.
IAS 19 Pension Adj	0	(7,191)	(7,191)	Pension Fund Adjustments.
Transport	1,325	1,073	(252)	No Major Variances.
Supplies and Services	0	315	315	No Major Variances.
Income	(10,000)	(10,000)	0	No Major Variances.
	118,329	**99,583**	**(18,746)**	
Total Planning	**1,864,196**	**1,310,837**	**(553,359)**	
Total Service Delivery	**10,740,646**	**9,200,810**	**(1,539,836)**	

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Appendix C

Reserves Statement Outturn 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/25 £	Transfers in 2025/26 £	Transfers Out 2025/26 £	Outturn movement 2025/26 £	Outturn Balance 01/04/26 £	Budgeted Movement 2026/27 £	Balance 01/04/27 £	Budgeted Movement 2027/28 £	Balance 01/04/28 £	Budgeted Movement 2028/29 £	Balance 01/04/29 £	Budgeted Movement 2029/30 £	Balance 01/04/30 £
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,825,161	1,453,387	(11,921)	1,441,466	4,266,626	251,276	4,517,902	0	4,517,902	0	4,517,902	0	4,517,902
Earmarked Reserves:														
Capital Projects	To provide funding for capital developments and purchase of major assets.	474,807	0	(83,939)	(83,939)	390,867	0	390,867	0	390,867	0	390,867	0	390,867
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	427,948	20,000	(128,977)	(108,977)	318,970	300,000	618,970	0	618,970	0	618,970	0	618,970
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	727,822	0	0	0	727,822	0	727,822	0	727,822	0	727,822	0	727,822
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	105,085	0	(19,512)	(19,512)	85,573	0	85,573	0	85,573	0	85,573	0	85,573
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	1,683,890	0	0	0	1,683,890	(18,000)	1,665,890	(18,000)	1,647,890	(18,000)	1,629,890	0	1,629,890
Coast Protection	To support the ongoing coast protection maintenance programme ands carry forward funding between financial years.	219,393	75,000	(37,166)	37,834	257,228	0	257,228	0	257,228	0	257,228	0	257,228
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	168,941	0	0	0	168,941	(160,000)	8,941	0	8,941	0	8,941	0	8,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	1,117,423	0	(52,834)	(52,834)	1,064,589	(50,000)	1,014,589	0	1,014,589	0	1,014,589	0	1,014,589
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	178,079	0	(30,000)	(30,000)	148,079	0	148,079	0	148,079	0	148,079	0	148,079
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	123,000	60,000	0	60,000	183,000	0	183,000	0	183,000	0	183,000	0	183,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	39,884	0	0	0	39,884	0	39,884	0	39,884	0	39,884	0	39,884
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	668,414	120,000	0	120,000	788,414	0	788,414	0	788,414	0	788,414	0	788,414
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	0	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	162,613	0	162,613	162,613	0	162,613	0	162,613	0	162,613	0	162,613

Reserves Statement Outturn 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/25	*Transfers in 2025/26*	*Transfers Out 2025/26*	*Outturn movement 2025/26*	Outturn Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29	Budgeted Movement 2029/30	Balance 01/04/30
		£	£	£	£	£	£	£	£	£	£	£	£	£
Grants	Revenue Grants received and due to timing issues not used in the year.	**2,719,520**	*0*	*(208,505)*	***(208,505)***	**2,511,016**	(83,854)	**2,427,162**	(19,720)	**2,407,442**	(20,020)	**2,387,422**	0	**2,387,422**
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	**1,551,341**	*36,664*	*(176,434)*	***(139,770)***	**1,411,571**	(219,959)	**1,191,612**	(59,513)	**1,132,099**	0	**1,132,099**	0	**1,132,099**
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	**593,019**	*103,730*	*0*	***103,730***	**696,749**	0	**696,749**	0	**696,749**	0	**696,749**	0	**696,749**
Land Charges	To mitigate the impact of potential income reductions.	**250,052**	*68,286*	*0*	***68,286***	**318,338**	0	**318,338**	0	**318,338**	0	**318,338**	0	**318,338**
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	**52,914**	*0*	*0*	***0***	**52,914**	0	**52,914**	0	**52,914**	0	**52,914**	0	**52,914**
Local Government Reorganisation	To provide for costs assocoated with the implementation of Local Government Reorgansiation.	**0**	*0*	*0*	***0***	**0**	750,000	**750,000**	0	**750,000**	0	**750,000**	0	**750,000**
Major Repairs Reserve	To provide provison for the repair and maintenance of the councils asset portfolio.	**456,327**	*0*	*(4,955)*	***(4,955)***	**451,372**	0	**451,372**	0	**451,372**	0	**451,372**	0	**451,372**
Net Zero Initiatives	to support the Councils Net Zero programme	**384,037**	*0*	*(32,752)*	***(32,752)***	**351,285**	(300,000)	**51,285**	0	**51,285**	0	**51,285**	0	**51,285**
New Burdens	Funding set aside to meet the costs associated with new statutory duties and government policy requirements placed on the Council.	**0**	*354,488*	0	***354,488***	**354,488**	0	**354,488**	0	**354,488**	0	**354,488**	0	**354,488**
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	**118,315**	*0*	*(25,986)*	***(25,986)***	**92,329**	0	**92,329**	0	**92,329**	0	**92,329**	0	**92,329**
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	**98,881**	*0*	*0*	***0***	**98,881**	0	**98,881**	0	**98,881**	0	**98,881**	0	**98,881**
Pathfinder	To help Coastal Communities adapt to coastal changes.	**89,566**	*0*	*0*	***0***	**89,566**	0	**89,566**	0	**89,566**	0	**89,566**	0	**89,566**
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	**278,433**	*50,000*	*0*	***50,000***	**328,433**	12,000	**340,433**	50,000	**390,433**	50,000	**440,433**	50,000	**490,433**
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	**699,748**	*108,287*	*(97,532)*	***10,755***	**710,503**	0	**710,503**	0	**710,503**	0	**710,503**	0	**710,503**
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	**0**	*515,337*	*(400,000)*	***115,337***	**115,337**	285,000	**400,337**	400,000	**800,337**	400,000	**1,200,337**	400,000	**1,600,337**
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	**300,000**	*0*	*0*	***0***	**300,000**	0	**300,000**	0	**300,000**	0	**300,000**	0	**300,000**
Total Reserves		**16,502,000**	***3,127,792***	***(1,310,512)***	***1,817,280***	**18,319,280**	**766,463**	**19,085,743**	**352,767**	**19,438,510**	**411,980**	**19,850,490**	**450,000**	**20,300,490**

Capital Programme Outturn 2025-26

Scheme	Updated Budget 2025/26	25/26 Actual Expenditure	Variance	Reprofiling to 2026/27 budget
	£	£	£	£
Our Greener Future				
Cromer Offices LED Lighting Programme	6,081	**6,081**	0	**0**
Cromer Coast Protection Scheme	1,037,656	**1,037,656**	0	**0**
Coastal Erosion Assistance (Grants)	13,336	**0**	(13,336)	**13,336**
Mundesley Coastal Management Scheme	998,217	**716,878**	(281,340)	**281,340**
Coastal Management Fund	591,750	**11,230**	(580,520)	**580,520**
Coastwise	7,248,638	**1,849,111**	(5,399,528)	**5,399,528**
Purchase of Bins	178,476	**72,483**	(105,993)	**105,993**
Electric Vehicle Charging Points	33,317	**0**	(33,317)	**33,317**
The Reef Solar Carport	65,180	**0**	(65,180)	**65,180**
Holt Country Park Electricity Improvements	236,168	**1,750**	(234,418)	**234,418**
Public Conveniences Energy Efficiencies	148,782	**5,337**	(143,445)	**143,445**
Coastal Defences	150,000	**101,876**	(48,124)	**48,124**
Fakenham Sports Centre Decarbonisation	171,400	**50,000**	(121,400)	**121,400**
Waste Vehicles & Food Waste Bins	1,956,000	**0**	(1,956,000)	**1,956,000**
Overstrand Seawall Works	1,280,000	**55,800**	(1,224,200)	**1,224,200**
Environmental Services Infrastructure Upgrade	0	**0**	0	**0**
NNDC Cromer Office Solar Panels	0	**0**	0	**0**
	14,115,002	**3,908,201**	**(10,206,800)**	**10,206,800**

Scheme	Updated Budget 2025/26 £	25/26 Actual Expenditure £	Variance £	Reprofiling to 2026/27 budget £
Developing Our Communities				
Public Conveniences (Sheringham & North Walsham)	22,696	**27,448**	4,752	**0**
Public Conveniences - Albert Street, Holt	92,002	**74,320**	(17,682)	**17,682**
Cromer Pier Substructure Works	297,967	**184,479**	(113,489)	**113,489**
North Walsham 3G Facility	847,568	**0**	(847,568)	**847,568**
Cromer 3G Football Facility	979,141	**686,814**	(292,327)	**10,000**
The Reef Leisure Centre	252,823	**97,316**	(155,507)	**155,507**
Green Road Football Facility (North Walsham)	50,223	**0**	(50,223)	**50,223**
New Play Area (Sheringham, The Lees)	71,429	**71,514**	85	**0**
Fakenham Leisure and Sports Hub (FLASH)	11,090,486	**2,878,909**	(8,211,577)	**8,211,577**
Back Stage Refurbishment - Pier Pavilion Theatre	16,665	**23,881**	7,216	**0**
Holt Country Park Staff Facilities	4,003	**3,955**	(48)	**0**
Cromer Church Wall	50,000	**4,955**	(45,045)	**45,045**
Cabbell Park Clubhouse	237,000	**0**	(237,000)	**237,000**
Itteringham Shop Roof Renovation	50,000	**0**	(50,000)	**50,000**
Holt Country Park Septic Tank	30,000	**0**	(30,000)	**30,000**
Public Conveniences Renovation, Holt Country Park	50,000	**6,505**	(43,495)	**43,495**
Holt Country Park Eco Learning Space	140,000	**134,866**	(5,134)	**5,134**
Holt Country Park Play Equipment	85,000	**0**	(85,000)	**85,000**
Play Area Equipment	0	**0**	0	**0**
Cromer Pier Fire Service, Dry Riser	0	**0**	0	**0**
Melbourne Slope, Cromer Public Realm & Shelter	0	**0**	0	**0**
Newgate Lane, Wells, Public Conveniences	0	**0**	0	**0**
Fakenham Play Area	0	**0**	0	**0**
	14,367,003	**4,194,962**	**(10,172,041)**	**9,901,719**

Scheme	Updated Budget 2025/26 £	25/26 Actual Expenditure £	Variance £	Reprofiling to 2026/27 budget £
Meeting Our Housing Needs				
Disabled Facilities Grants	2,199,062	**1,696,583**	(502,479)	**0**
Compulsory Purchase of Long-Term Empty Properties	383,835	**0**	(383,835)	**383,835**
Community Housing Fund (Grants to Housing Providers)	629,161	**520,000**	(109,161)	**109,161**
Council Owned Temporary Accommodation	1,584,577	**998,605**	(585,972)	**585,972**
Housing S106 Enabling	1,064,000	**375,000**	(689,000)	**689,000**
Loans to Housing Providers	340,000	**200,000**	(140,000)	**0**
	6,200,635	**3,790,188**	**(2,410,447)**	**1,767,968**
Investing In Our Local Economy And Infrastructure				
Rocket House	852,447	**206,500**	(645,947)	**645,947**
Property Acquisitions	700,868	**3,000**	(697,868)	**697,868**
Chalet Refurbishment	124,928	**18,668**	(106,260)	**106,260**
Marrams Building Renovation	46,513	**0**	(46,513)	**46,513**
Car Parks Refurbishment	411,800	**26,278**	(385,522)	**385,522**
Marrams Footpath and Lighting	237,373	**101,838**	(135,534)	**135,534**
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	90,213	**76,199**	(14,015)	**14,015**
UK Shared Prosperity Fund	77,500	**55,000**	(22,500)	**22,500**
Rural England Prosperity Fund	437,259	**416,237**	(21,022)	**21,022**
New Fire Alarm and Fire Doors in Cromer Offices	786	**400**	(386)	**0**
West Prom Sheringham, Lighting & Cliff Railings	55,000	**25,113**	(29,887)	**29,887**
Collectors Cabin Roof	29,625	**16,245**	(13,380)	**0**
Sunken Gardens Improvements, Marrams, Cromer	150,000	**2,818**	(147,183)	**147,183**
Weybourne Car Park Improvements	20,000	**15,000**	(5,000)	**5,000**
Cornish Way Industrial Units Roof Renovations	0	**0**	0	**0**
Fakenham Connect Roof and Fire Doors	0	**2,000.00**	2,000	**(2,000)**
The Watch House, Cliff Stablisation Works	0	**0**	0	**0**
North Lodge Car Park	0	**1,351.83**	1,352	**(1,352)**
The Cedars Renovations	0	**0**	0	**0**
Drs Steps, Cromer	0	**1,000.00**	1,000	**(1,000)**
	3,234,310	**967,647**	**(2,266,664)**	**2,252,898**

Scheme	Updated Budget 2025/26 £	25/26 Actual Expenditure £	Variance £	Reprofiling to 2026/27 budget £
A Strong, Responsible And Accountable Council				
User IT Hardware Refresh	60,000	**32,912**	(27,088)	**27,088**
New Revenues and Benefits System	200,720	**200,000**	(720)	**0**
Customer Services C3 Software	32,600	**32,575**	(25)	**0**
Property Services Asset Management Database	30,000	**13,800**	(16,200)	**16,200**
Replacement of Uninterruptible Power Supply	40,000	**29,304**	(10,696)	**10,696**
Reprographics Guillotine	0	**0**	0	**0**
	363,320	**308,591**	**(54,729)**	**53,984**
TOTAL EXPENDITURE	**38,280,270**	**13,169,589**	**(25,110,681)**	**24,183,370**

Capital Programme Financing Table	**Budget 2025/26**	**Actual 2025/26**
Grants	26,508,889	10,680,155
Other Contributions	1,717,000	509,866
Reserves	1,468,049	375,327
Revenue Contribution to Capital (RCCO)	20,000	15,000
Capital receipts	2,952,942	998,753
Borrowing	5,613,390	590,488
Total	**38,280,270**	**13,169,589**

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget 2026/27	Actual Expenditure 2026/27	Remaining Budget (Forecasted YE spend) 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32
	£	£	£	£	£	£	£	£	£	£
Our Greener Future										
Coastal Erosion Assistance (Grants)	**90,000**	76,664	**13,336**	0	**13,336**	0	0	0	0	0
Mundesley Coastal Management Scheme	**8,558,409**	8,277,069	**281,340**	0	**281,340**	0	0	0	0	0
Coastal Management Fund	**950,000**	119,480	**830,520**	0	**830,520**	0	0	0	0	0
Coastwise	**14,609,914**	3,062,674	**11,547,240**	0	**11,547,240**	0	0	0	0	0
Purchase of Bins	**600,000**	222,483	**227,517**	0	**227,517**	150,000	0	0	0	0
Electric Vehicle Charging Points	**248,600**	215,283	**33,317**	0	**33,317**	0	0	0	0	0
The Reef Solar Carport	**596,000**	530,820	**65,180**	0	**65,180**	0	0	0	0	0
Holt Country Park Electricity Improvements	**400,000**	165,582	**234,418**	0	**234,418**	0	0	0	0	0
Public Conveniences Energy Efficiencies	**150,000**	6,555	**143,445**	0	**143,445**	0	0	0	0	0
Coastal Defences	**600,000**	251,876	**198,124**	0	**198,124**	150,000	0	0	0	0
Fakenham Sports Centre Decarbonisation	**514,300**	50,000	**464,300**	0	**464,300**	0	0	0	0	0
Waste Vehicles & Food Waste Bins	**1,972,750**	16,750	**1,956,000**	0	**1,956,000**	0	0	0	0	0
Overstrand Seawall Works	**1,280,000**	55,800	**1,224,200**	0	**1,224,200**	0	0	0	0	0
Environmental Services Infrastructure Upgrade	**760,000**	0	**760,000**	0	**760,000**	0	0	0	0	0
NNDC Cromer Office Solar Panels	**60,000**	0	**60,000**	0	**60,000**	0	0	0	0	0
Property Services Electric Vehicles (lease)	**26,834**	0	**9,551**	0	**9,551**	5,458	5,458	5,458	910	0
			18,048,487	**0**	**18,048,487**	**305,458**	**5,458**	**5,458**	**910**	**0**

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget 2026/27	Actual Expenditure 2026/27	Remaining Budget (Forecasted YE spend) 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32
	£	£	£	£	£	£	£	£	£	£
Developing Our Communities										
Public Conveniences - Albert Street, Holt	**370,000**	352,318	**17,682**	0	**17,682**	0	0	0	0	0
Cromer Pier Substructure Works	**5,054,000**	1,270,511	**583,489**	0	**583,489**	1,030,000	2,170,000	0	0	0
North Walsham 3G Facilities	**860,000**	12,432	**847,568**	0	**847,568**	0	0	0	0	0
Cromer 3G Football Facility	**717,673**	707,673	**10,000**	0	**10,000**	0	0	0	0	0
The Reef Leisure Centre	**12,861,000**	12,705,493	**155,507**	0	**155,507**	0	0	0	0	0
Green Road Football Facility (North Walsham)	**60,000**	9,777	**50,223**	0	**50,223**	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	**11,630,000**	3,418,423	**8,211,577**	0	**8,211,577**	0	0	0	0	0
Cromer Church Wall	**50,000**	4,955	**45,045**	0	**45,045**	0	0	0	0	0
Cabbell Park Clubhouse	**237,000**	0	**237,000**	0	**237,000**	0	0	0	0	0
Itteringham Shop Roof Renovation	**50,000**	0	**50,000**	0	**50,000**	0	0	0	0	0
Holt Country Park Septic Tank	**30,000**	0	**30,000**	0	**30,000**	0	0	0	0	0
Public Conveniences Renovation, Holt Country Park	**50,000**	6,505	**43,495**	0	**43,495**	0	0	0	0	0
Holt Country Park Eco Learning Space	**140,000**	134,866	**5,134**	0	**5,134**	0	0	0	0	0
Holt Country Park Play Equipment	**85,000**	0	**85,000**	0	**85,000**	0	0	0	0	0
Play Area Equipment	**120,000**	0	**120,000**	0	**120,000**	0	0	0	0	0
Cromer Pier Fire Service, Dry Riser	**100,000**	0	**100,000**	0	**100,000**	0	0	0	0	0
Melbourne Slope, Cromer Public Realm & Shelter	**30,000**	0	**30,000**	0	**30,000**	0	0	0	0	0
Newgate Lane, Wells, Public Conveniences	**40,000**	0	**40,000**	0	**40,000**	0	0	0	0	0
Fakenham Play Area	**188,539**	0	**188,539**	0	**188,539**	0	0	0	0	0
Pavillion Theatre Refurbishment, Cromer Pier *	**2,400,000**	0	**2,400,000**	0	**2,400,000**	0	0	0	0	0
			13,250,258	**0**	**13,250,258**	**1,030,000**	**2,170,000**	**0**	**0**	**0**

*As approved by Full Council on 17 June 2026

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget 2026/27	Actual Expenditure 2026/27	Remaining Budget (Forecasted YE spend) 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32
	£	£	£	£	£	£	£	£	£	£
Meeting Our Housing Needs										
Disabled Facilities Grants	**Annual Programme**	Annual Programme	**1,680,858**	0	**1,680,858**	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Compulsory Purchase of Long-Term Empty Properties	**930,000**	546,165	**383,835**	0	**383,835**	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	**2,634,373**	1,945,212	**689,161**	0	**689,161**	0	0	0	0	0
Council Owned Temporary Accommodation	**11,586,584**	5,760,612	**2,825,972**	0	**2,825,972**	1,000,000	1,000,000	1,000,000	0	0
Housing S106 Enabling	**2,500,000**	1,511,000	**989,000**	0	**989,000**	0	0	0	0	0
Loans to Housing Providers	**600,000**	460,000	**140,000**	0	**140,000**	0	0	0	0	0
			6,708,826	**0**	**6,708,826**	**2,600,000**	**2,600,000**	**2,600,000**	**1,600,000**	**1,600,000**

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval £	Pre 2026/27 Expenditure £	Updated Budget 2026/27 £	Actual Expenditure 2026/27 £	Remaining Budget (Forecasted YE spend) 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Budget 2030/31 £	Budget 2031/32 £
Investing In Our Local Economy And Infrastructure										
Rocket House	**1,077,085**	431,138	**645,947**	0	**645,947**	0	0	0	0	0
Property Acquisitions	**710,000**	12,133	**697,868**	0	**697,868**	0	0	0	0	0
Chalet Refurbishment	**125,000**	18,740	**106,260**	0	**106,260**	0	0	0	0	0
Marrams Building Renovation	**50,000**	3,487	**46,513**	0	**46,513**	0	0	0	0	0
Car Parks Refurbishment	**926,000**	155,478	**770,522**	0	**770,522**	0	0	0	0	0
Marrams Footpath and Lighting	**290,000**	154,466	**135,534**	0	**135,534**	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	**165,351**	151,336	**14,015**	0	**14,015**	0	0	0	0	0
UK Shared Prosperity Fund	**476,903**	454,403	**22,500**	0	**22,500**	0	0	0	0	0
Rural England Prosperity Fund	**1,895,110**	1,874,088	**21,022**	0	**21,022**	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	**55,000**	25,113	**29,887**	0	**29,887**	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	**150,000**	2,818	**147,183**	0	**147,183**	0	0	0	0	0
Weybourne Car Park Improvements	**20,000**	15,000	**5,000**	0	**5,000**	0	0	0	0	0
Cornish Way Industrial Units Roof Renovations	**500,000**	0	**500,000**	0	**500,000**	0	0	0	0	0
Fakenham Connect Roof and Fire Doors	**100,000**	2,000	**98,000**	0	**98,000**	0	0	0	0	0
The Watch House, Cliff Stablisation Works	**400,000**	0	**400,000**	0	**400,000**	0	0	0	0	0
North Lodge Car Park	**250,000**	1,352	**248,648**	0	**248,648**	0	0	0	0	0
The Cedars Renovations	**240,000**	0	**240,000**	0	**240,000**	0	0	0	0	0
Drs Steps, Cromer	**70,000**	1,000	**69,000**	0	**69,000**	0	0	0	0	0
			4,197,898	**0**	**4,197,898**	**0**	**0**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval £	Pre 2026/27 Expenditure £	Updated Budget 2026/27 £	Actual Expenditure 2026/27 £	Remaining Budget (Forecasted YE spend) 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Budget 2029/30 £	Budget 2030/31 £	Budget 2031/32 £
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	**300,000**	212,912	**87,088**	0	**87,088**	0	0	0	0	0
Property Services Asset Management Database	**30,000**	13,800	**16,200**	0	**16,200**	0	0	0	0	0
Replacement of Uninterruptible Power Supply	**40,000**	29,304	**10,696**	0	**10,696**	0	0	0	0	0
Reprographics Guillotine	**15,000**	0	**15,000**	0	**15,000**	0	0	0	0	0
			128,984	**0**	**128,984**	**0**	**0**	**0**	**0**	**0**
Totals			**42,334,454**	**0**	**42,334,454**	**3,935,458**	**4,775,458**	**2,605,458**	**1,600,910**	**1,600,000**

2025/26 Capital Programme Financing Table	Budget 2026/27	Actual Expenditure 2026/27	Remaining Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32
Grants	26,760,726	0	26,760,726	2,600,000	2,600,000	2,600,000	1,600,000	1,600,000
Other Contributions	2,015,673	0	2,015,673	0	0	0	0	0
Reserves	1,411,653	0	1,411,653	5,458	5,458	5,458	910	0
Revenue Contribution to Capital (RCCO)	5,000	0	5,000	0	0	0	0	0
Capital Receipts	2,398,851	0	2,398,851	300,000	0	0	0	0
Borrowing	9,742,551	0	9,742,551	1,030,000	2,170,000	0	0	0
Total	**42,334,454**	**0**	**42,334,454**	**3,935,458**	**4,775,458**	**2,605,458**	**1,600,910**	**1,600,000**

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REPORT TITLE - Debt Recovery 2025-26	
Executive Summary	This is an annual report detailing the council's collection performance and debt management arrangements for 2025/26. It includes: ▪ A summary of debts written off in each debt area showing the reasons for write-off and values. ▪ Collection performance for Council Tax and Non-Domestic Rates. ▪ Level of arrears outstanding ▪ Level of provision for bad and doubtful debts
Options considered.	To leave the write-off limits as they currently are or to increase these to a higher figure.
Consultation(s)	We are pleased to reach this year's collection performance for council tax & Non-Domestic (Business) Rates whilst also working hard to reduce avoidance and fraud which with the cost-of-living crisis, second home premiums introduced and changes to Retail, Hospitality and Leisure relief to businesses has been a more difficult time to for enforcement.
Recommendations	That Cabinet recommend to full Council that it: 1. approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection. 2. approves the continued delegated authority as shown in appendix 2 for write offs.
Reasons for recommendations	The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.
Background papers	Corporate Debt Management and Recovery Policy - Appendix 1; Debt Write Off Policy - Appendix 2 and Recovery Methods including Enforcement Agent Code of Practice and Enforcement Agent Instructions - Appendix 3.

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

Links to key documents:	
Corporate Plan:	A Strong, Responsible, & Accountable Council.

Medium Term Financial Strategy (MTFS)	Maximises Income of revenues.
Council Policies & Strategies	Corporate Debt Management and Recovery Policy and Debt Write Off Policy

Corporate Governance:	
Is this a key decision	Yes.
Has the public interest test been applied	Yes.
Details of any previous decision(s) on this matter	July 2025 for the 2024/25 Debt Report.

1. Purpose of the report

This is an annual report detailing the council's collection performance and debt management arrangements for 2025/26.

The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

2. Introduction & Background

Introduction

The Corporate Debt Management annual report is one of the performance managements measures to provide members with outturn figures for 2025/26 for the following:

- A summary of debts written off in each debt area showing the reasons for write off and values.
- Collection performance for Council Tax and Non - Domestic Rates (NNDR).
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

Background

Writing off bad debts is a necessary function of any organisation collecting money. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this report identify those debts.

3. Proposals and Options

Performance

Below are a summary of the Council's three main income streams and the level of debt associated with each, for the last four financial years.

Table 1

Income Area	Year/Date	Total Arrears on 31st March All Years (after write offs) * (£)	Current Years Arrears Included (After write – offs) ** (£)	% Of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Council Tax	2022/23	4,115,165	1,546,928	1.68%	1,439,591
	2023/24	4,188,131	1,481,904	1.53%	1,562,049
	2024/25	4,182,151	1,555,273	1.52%	1,672,438
	2025/26	4,700,130	1,841,276	1.57%	1,039,900

Table 2

Income Area	Year/Date	Total Arrears on 31st March All Years (after write offs) * (£)	Current Years Arrears Included (After write – offs) ** (£)	% Of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
NNDR	2022/23	329,183	201,357	0.82%	211,375
	2023/24	406,489	163,204	0.68%	240,984
	2024/25	253,229	115,244	0.44%	148,212
	2025/26	461,414	243,052	0.79%	272,674

*This is the cumulative arrears (excludes costs) for all years.

** This is the arrears figure as at 31/3/2026 for the 2025/26 year only. Collection of the 2025/26 debt is ongoing against the previous 2025/26 year's arrears.

The table below shows the level of sundry debt outstanding at the year-end.

Table 3

Income Area	Year	Total Arrears on 31st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% Outstanding against debit at year end	Provision for Bad/Debt for all years (£)
Sundry Income	2022/23	1,059,575	7,470,570	14.20%	254,248
	2023/24	1,332,459	8,394,985	15.87%	222,967
	2024/25	833,552	7,093,184	11.75%	41,074
	2025/26	2,039,533	9,097,171	22.42%	10,210

Figures previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments shown above from 2019/20 onwards are not treated as a corporate debt as they have not been invoiced. The value of these debts is recorded against the subsidy claim and will be reported separately.

The table below shows the net collectable debit raised across the number of bills/invoices and the total arrears of each.

Table 4

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Council Tax	2022/23	91,952,456	55,804	1,648	4,037,735
	2023/24	96,822,771	56,238	1,722	4,188,131
	2024/25	102,643,972	56,723	1,810	4,182,151
	2025/26	117,057,853	56,859	2,059	4,700,130
NNDR	/2022/23	24,700,970	8,327	2,966	329,183
	2023/24	24,056,007	8,085	2,975	406,447
	2024/25	26,031,863	7,843	3,319	253,229
	2025/26	30,775,704	7,898	3,897	461,414
Sundry Income	2022/23	7,470,570	5,733	1,303	1,059,575
	2023/24	8,394,985	6,433	1,305	1,332,459
	2024/25	7,093,184	6,750	1,051	833,552
	2025/26	9,097,171	6,799	1,338	2,039,533

The table below shows the collection performance of council tax and Non-Domestic (Business) Rates over the past four years.

Table 5

Income Area	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**Target 2025/26**
Council Tax	98.27	98.37	98.37	98.34	98.20%
NNDR	99.25	99.29	99.45	99.12	99.20%

There have been several changes over the past few years that have affected council tax charges. From April 2013, support for council tax was localised. The Government reduced the level of funding that it had previously provided to cover the cost of the support (council tax benefit). All those of working age who had previously been on 100% benefit had to pay a minimum of 8.5%. In addition, some people on benefits were also affected by other welfare reform changes – e.g., under occupation of properties in the social sector, the benefit cap, and Universal Credit, putting additional pressure on incomes. In addition to the welfare, changes there were several technical changes to council tax. These included an increase in the charge for empty properties with additional premiums for those empty for more than one, five and ten years, a reduction in the second homes discounts and those properties undergoing structural repair and alteration. These changes affected the level of council tax to be collected and the ability of some residents to pay. The target for council tax collection continues to be challenging given the above.

There are no longer national indicators for the collection of Council Tax and Non-Domestic (Business) Rates. The performance indicator (PI) is retained as a local PI and continues to be monitored monthly. An important part of debt management is to ensure that bills are sent out accurately and timely and that council tax and business ratepayers are aware of any appropriate discounts, exemptions, reliefs, and benefit entitlement they may apply. Information is sent with the annual bills and is shown on our web site with service information being provided on these. The ongoing promotion of Direct Debit also forms an important part of debt management where 78% of council taxpayers are paying by direct debit and 30% of NNDR customers pay by direct debit.

Since 1 April 2025, we have seen the introduction of the 100% council tax second home premium and the government legislated exceptions for both the empty property and second home premiums.

The Government has made the Small Business Rate Relief (SBRR) scheme more generous from 1 April 2017. Small businesses with a Rateable Value below £12,001 are now entitled to receive 100% relief (increase funded by Government). Small businesses with a Rateable Value between £12,000 and £15,001 may now be entitled to receive a percentage reduction in their rates bill. There have been several new relief schemes to help small businesses with Non-Domestic Rates over the past few years.

The Government's NDR Retail Discount Scheme was implemented from 2019/20 to award retail businesses with a third off their net rates bill. This was planned to increase to 50% from 2020/21 but because of covid it then was increased to the 100% known as the NDR Expanded Discount Scheme. A Nursery Discount Scheme for 100% was also implemented alongside the Business Grant Schemes.

In March 2020 because of the pandemic and the effect of this on customers' ability to pay, we took the unprecedented step to stop all council tax and Non-Domestic Rates recovery work. Customers were given the opportunity to defer or delay paying us whilst they sort out their personal and business finances. We started sending out soft reminders from August 2020 with court attendances starting again later in the same year. This did impact on the collection performance and arrears.

Non-Domestic Rates had the introduction of the Covid Additional Relief Fund (CARF) for 2021/22 where we agreed on a scheme across most of Norfolk. This scheme awarded a discretionary relief to businesses who were unable to gain other covid business grants instead of allowing them to appeal their rateable values.

The 100% NDR Expanded Discount Scheme was reduced further from 1 July 2021 to 66% and from 1 April 2022 it changed to Retail, Hospitality and Leisure relief with a 50% discount. On 1 April 2023 this relief changed to 75%, from 1 April 2025 it was reduced to 40% and then ended from 1 April 2026.

3.1 Write-Offs

The table below shows in summary the amounts of debts that have been written off over the last four years.

Table 6

Income Area	**2022/23 (£)**	**2023/24 (£)**	**2024/25 (£)**	**2025/26 (£)**
Council Tax	159,939	113,208	229,725	129,163
NNDR	49,224	25,031	90,488	100,411
Sundry Income only	35,077	50,707	55,271	21,014

The table below details the category of debts that have been written off over the year 2025/26 (includes costs) for all years.

Table 7

Category	Council Tax (£)	NNDR (£)	Sundry Income (£)
Unable or Uneconomic to collect / bailiff unable to collect	-667.73	1.92	Information on category not held on the finance system.
Debtor deceased	18,045.95		
Debtor absconded	37,573.22	855.31	
Debtor in bankruptcy, liquidation or other Insolvency proceedings	67,250.38	74,151.71	
Disputed Liability Debt cannot be proved (conflict of evidence)	5,151.26		
Ill health & no means			
Undue hardship	3.00	-31.60	
Debt remitted by the Court			
Irrecoverable	1,196.14	25,433.80	
Detained/Prison	618.28		
Other	-7.67		
Totals	129,162.83	100,411.14	21,014

The level of Council Tax and Sundry Income debts written off has reduced since last year, whilst Non-Domestic (Business) Rates has increased. The Council Tax and Non-Domestic (Business) Rates debts that have been written off are principally debts from insolvency.

4. **Corporate Priorities**

This report is linked to the Corporate Plan under A Strong, Responsible and Accountable Council*.*

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

We aim to provide effective and efficient delivery of the Revenues Service. Managing our finances to ensure best value for money, continuing a service improvement programme to ensure our services are delivered efficiently, providing services that are value for money and meet the needs of our residents , ensuring that strong governance is at the heart of all we do, creating a culture that empowers and fosters an ambitious, motivated workforce and exploring opportunities to work further with stakeholders and partner organisations.

5. **Financial and Resource Implications**

There are no resource implications here.

Comments from the S151 Officer:

Collection of income is critical to the Council as the Budget is based on an assumed level of income that the Council will receive for the year. The collection rates achieved by the Revenues team are excellent and this is recognised.

The Council makes every effort to collect outstanding debts and it is only after all avenues for recovery have been exhausted will a debt be considered for write off.

6. **Legal Implications**

There are no legal implications here.

Comments from the Monitoring Officer

This report details the Council's main income streams and its performance relating to collection as well as our policy and practice in regard to write offs. There are no apparent specific governance or legal issues arising**.**

7. **Risks**

The Council is already required to make provision for bad and doubtful debts. The additional information gained from this report will help improve monitoring and our ability to consider the appropriateness of the provisions in a more accurate way.

8. **Net Zero Target**

This report does not raise any issues relating to the Net Zero target.

9. Equality, Diversity & Inclusion

The Debt Management & Recovery Policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide reasonable facilities and assistance for them to do so.

Before writing off debt, the Council will satisfy itself that all reasonable steps have been considered to collect it and that no further recovery action is possible or practicable. It will consider the age, size, and types of debt, together with any other factors that it feels are relevant to the individual case. All write-offs are dealt with in the same fair and consistent way in line with equality and diversity issues.

While you can be sent to prison for up to 3 months if the court decides you don't have a good reason to not pay your Council Tax and you refuse to do so it is not our Council's policy to take such action where there is an inability to pay and there is a range of support which the Council offers in order to avoid this.

10. Community Safety issues

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

11. Conclusion and Recommendations

This is an annual report detailing the council's collection performance and debt management arrangements for 2025/26

The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

This is a recommendation to Full Council.

To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

To continue to approve the delegated authority as shown in appendix 2 for write offs.

Appendix 1

CORPORATE DEBT MANAGEMENT AND RECOVERY POLICY

INTRODUCTION

Effective debt management is crucial to the success of any organisation. It is essential that this authority has clear policies and strategies to help prevent debt in the first instance and then manage the recovery of debt where prevention has failed. If the Council is to achieve its aim of first class resource management, then it must seek to recover all debts due and sustain collection rates. It also has a key role in the prevention of debt, and in providing advice and assistance to clients where there is genuine hardship.

This policy has therefore been designed to address these concerns. Its implementation aims to deliver measurable service improvement and adherence to recognised good practice. Members need to be confident that debt is being managed within the parameters set by this document.

The following policies have been prepared within this framework:

Debt Write -Off policy as shown in Appendix 2.

POLICY AIMS

The key aims of this policy are as follows:

- To identify debtors as early as possible, and consider fully the debtors circumstances and ability to pay, and so distinguish from the outset between the debtor who won't pay, and the debtor who genuinely can't pay.
- To work with the client to clear the debt as soon as possible. To ensure a professional, consistent and timely approach to recovery action across all of the Council's functions.
- To cost effectively pursue all debts owed to the Council, seeking to maintain and improve on the levels of income collected by the authority.
- To promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the Council. To actively work alongside approved advice agencies to seek early identification of clients who are failing to meet multiple debt liabilities.
- To only write debt off once all avenues have been exhausted for the recovery of debt. This is in accordance with the Council's write-off policy.
- To treat individuals consistently and fairly regardless of age, sex, gender, disability, ethnicity, race or sexual orientation, and to ensure that individual's rights under General Data Protection Regulations (GDPR) and Human Rights legislation are protected.

SUPPORTING THE COUNCIL'S CORPORATE PRIORITIES
This Policy supports the Council's drive towards continuous improvement whilst recognising equality and diversity issues. It is reflective of the values and standards adopted by this Council within the Corporate Plan and contribute towards the following priorities:

First Class Resource Management – To manage the Council's resources efficiently and effectively and to make sensible choices in setting priority led service budgets which do not burden council tax payers with unnecessary or unjustifiable costs.

Better Access to Council Services – To improve customer service through all access channels, and to move towards a fully integrated front office with multi-agency enquiry-handling capacity.

The Policy also supports the wider aim of improving service provision through partnership working by seeking to maximise the benefits of external debt advisory agencies.

DEBTS COVERED BY THIS POLICY
The main section involved in debt recovery is Finance.

The debts involved are primarily:
• Council Tax
• National Non Domestic Rates
• Sundry Income

The policy will apply to all sections of the Council and focus on collecting the charge set rather than how the charge is arrived at. Ability to pay is a paramount concern when considering debt recovery. For Council Tax a discretionary scheme (Council Tax Support) is provided on application, which is designed to offset the effects of low income on ability to pay.

Charging policy, statutory or discretionary will never completely remove the problems of people and families on low incomes. The approach to recovery must therefore be sensitive to individual circumstances and take into account multiple debts owed to ensure that arrangements are manageable. The primary aim remains the recovery of debt and improved data sharing will support this aim.

THE LEGAL AND POLICY FRAMEWORK FOR RECOVERY
The Council has a legal duty to ensure cost-effective billing, collection and recovery of all sums due to the Council. This policy is in addition to existing legislation and will provide a framework for procedures to be developed and improved.

This debt recovery policy is concerned primarily with the recovery of debts prior to legal action being taken, but the principles should still be applied wherever appropriate even if litigation has commenced.

Local Taxation
Council Tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments.

National Non-Domestic Rates recovery procedures are laid down by statute in The Local Government Finance Act 1988 and subsequent regulations and amendments.

Methods of recovery for council tax and Non-Domestic (Business) Rates debts are outlined in Appendix 3.

The Council appoints Enforcement Agents to recover local taxation arrears in accordance with an enforcement protocol. Changes to legislation came in from April 2014 under The Taking Control of Goods (Fees) Regulations 2014 nationally standardising fees and charges and an enforcement protocol for bailiffs. Since this date, bailiffs became known as Enforcement Agents. The changes to the legislation are to ensure that the rates and charges added by the Enforcement Agents are transparent and nationally set making it easier for debtors to understand the consequences of non-compliance and the powers available to Enforcement Agents. The Enforcement Agent Code of Practice & Enforcement Agent Instructions with the statutory fees recoverable is shown in Appendix 3.

Miscellaneous Income

Sundry Debt arrears are collected within a well-established framework, but written guidelines are required. On certain debts, interest may be charged for late payment. The debtor will be made aware of any additional costs in advance so that they have the opportunity to avoid this wherever possible. Customers will also be made aware of legal fees and costs that will be incurred for non-payment.

THE POLICY

- Full names, contact address, email address and a phone number will be established wherever possible prior to service provision or invoicing/billing.

- All Council bills and invoices will be raised as soon as practicable on a daily basis and will include clear, relevant and full information as to:
  – What the bill is for;
  – When payment is due;
  – How to pay;
  – How to contact us if there is a query in relation to the bill or in relation to making payment.

- All letters and reminders will:
  – Be written in plain English;
  – Explain fully what has been agreed and the consequences of non-payment;
  – Include appropriate contact details.

- Debtors will be encouraged to make prompt contact if they disagree with a bill or have difficulty in making payment on time. Contact can be made by:
  – Website
  – Email
  – Telephone
  – Letter
  – In person at the Council Offices.

- Problems and bill discrepancies raised will be resolved as quickly as possible to prevent unnecessary delays in payment and incorrect debits.

- All debtors seeking help due to financial difficulties will:
  - Be given the opportunity to have their ability to pay assessed by the relevant collection unit;
  - Be invited to provide details of their means by listing their income and expenditure. (Evidence to confirm the accuracy of the means statement will be requested if necessary);
  - Be invited to use the money and debt advice services available from the Citizens Advice Bureau (CAB) and other similar organisations;
  - Be asked if they have other debts owing to the Council that they also wish to be considered;
  - Be given access to the Council's interpreter service if required.

- If legal proceedings have already commenced, consideration will be given to whether the debt can firstly be attached to earnings or benefits, the priority of the debts owed and the level of repayments currently being made.

- If a specific recovery action has already commenced e.g. attachment of earnings or the debt has been passed to an Enforcement Agency, the action taken will usually continue. However, any arrears not included in the action will be considered in line with existing arrangements and this policy.

- If it is found that the debtor has the ability to pay, but refuses to pay, then recovery action will continue promptly within the existing arrangements for the type of debt.

- If it is found that the debtor is suffering severe hardship or has difficulty managing their own affairs, the following will be considered:
  - Can we reduce the debt? Are they entitled to take up relevant benefits, discounts, exemptions, reliefs or any other reductions to minimise the potential for debt accrual?
  - Does the debtor owe money to other Council services? If so the debtor will be advised that, with their consent, all their Council debts may be taken into consideration when deciding on an arrangement. The advantage to the debtor in making a common arrangement is that they may save time and costs. However, it is for the debtor to decide if this is an option they want to pursue.

- If a debtor takes up the offer to deal with all Council debts collectively, the various services will communicate the debtor's details confidentially between themselves and will endeavour to take a holistic approach to collection without prejudice to their own service. An officer will be identified as a single point of contact for the debtor and will act as a liaison between services.

- Where there is no continuous liability a special long-term arrangement may be made according to the ability to pay and the existing recovery provisions such as an attachment of earnings.

- Where liability is continuous e.g. Council Tax, NNDR any arrangement made will normally require payments over and above the on-going monthly liability. Future instalments must be paid when due as a condition of the arrangement.

Longer term arrangements for older arrears will be strictly monitored and reviewed. If there is no improvement by the review date and if the amount payable cannot be reduced (by awarding Council Tax Support or other reliefs, discounts, exemptions etc.), the Council will reserve the right to continue with legal action, and in the case of Local Taxation, obtain a Liability O rder from the Magistrates' Court. This is to protect the Council's interests and prevent the debt from becoming statute barred and irrecoverable. Nevertheless regular contact with the debtor will be made and part payments will be accepted to reduce the overall debt. Furthermore it is not in the debtor's best interest to have a long term arrangement when liability is continuous, since the level of debt will increase as time goes by and the debtor's situation deteriorate rather than improve.

- If a debtor is receiving Income Support or Job Seekers Allowance, this will usually limit the ability to pay to no more than the amount that can be paid directly to creditors by the Department of Work and Pensions (DWP). Where appropriate, a separate agreement will be made for additional debts and Liability Orders depending on the individual's circumstances.

- Debtors given time to pay will be advised to contact the Council immediately should they experience a change of circumstances affecting their ability to pay. This is to discuss the options available to prevent recovery action and additional costs.

If a debtor fails to co-operate by:

- Refusing to provide details of their means, and/or
- Not consenting to multiple debts being dealt with together, and/or
- Failing to pay a special arrangement on time without contact, then recovery action will be taken promptly in the normal way.

- If there are council tax arrears on properties of over £1,000, then we are able to apply for a charging order. This basically means we register our interest against a property and when it is sold, we receive the payment out of the proceeds of sale. Some customers ask us to use this method where they have no or low income and are in the process of selling their property. This method is also used where other recovery action has not been successful and the property is empty or a second home. This helps bring the property back into use. Where the property is occupied and there is very large debt because of repeated non-payment, then this method will be considered on a case by case basis with the portfolio member.

LIMITATIONS ON DEBT RECOVERY

All Enforcement Agents appointed will work to an agreed Enforcement Agent Code of Practice & Enforcement Agent Instructions as shown in Appendix 3.

PROCEDURES AND TRAINING

This policy will be made available to all staff dealing with income collection and recovery. This will be reinforced with training and management supervision of all staff involved in collecting debt.

MONITORING

Each section will be responsible for ensuring that this policy is adhered to and effective. Management information will be required for each debt stream on a monthly basis.

Revised
10 June 2026.

DEBT WRITE OFF POLICY

1. This forms part of the Council's Corporate Debt Management and Recovery policy (Appendix 2).

2. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this document provides the framework within which procedures must be documented and followed.

3. The Debt Management and Recovery policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide all reasonable facilities and assistance for them to do so. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case.

4. The Council will only consider write off in the following circumstances:

Category	Requirement	Action
De-minimus / Uneconomic to collect	Debts less than £25.00 would not be cost effective to pursue. Sundry Income Debts of £100 plus which have been returned from tracing agents and where legal costs will exceed the debt.	Submit for Write Off
Debtor deceased – No Estate	Insufficient funds in estate to discharge debt.	Submit for Write Off
Debtor absconded / Unable to Trace / Detained or Imprisonment *	All attempts to trace debtor have failed. Including tracing agent for debts over £25.00. Including long-term imprisonment (12 months) or more.	Submit for Write Off
Debtor in bankruptcy or liquidation or other insolvency proceedings including Debt Relief Orders**	A claim against the debtor has been lodged with the administrators. No dividend is to be paid or the balance after the dividend is submitted.	Submit for Write Off
Debt cannot be proved (conflict of evidence)	An explanation should be given as to why recovery cannot be made.	Submit for Write Off
Ill Health & no means	Written evidence of one of the following criteria: 1. Terminal illness and limited means 2. Where payment would cause further ill health 3. Old age and frailty and no financial	Submit for Write Off

	assistance 4. Severely mentally impaired and no financial assistance 5. Long term hospitalisation or residential care and no means to pay	
Undue hardship and debt remaining following negotiated settlement.	Where the debtor can provide written evidence of genuine financial difficulty, showing evidence of inability to pay even small instalments, or that such payment will cause undue hardship.	Submit for Write Off
Debt remitted by the Court	Action in the Magistrates Court has resulted in the Magistrates remitting the debt, leaving the Council with no alternative but to write off the amount.	Submit for Write Off
Irrecoverable / Out of Jurisdiction***	The debtor has moved out of legal jurisdiction or the debt has been returned nulla bona and all other recovery avenues have failed.	Submit for Write Off

* *If a debtor's whereabouts become known after the write-off has been approved, then the debt should be written back on.*
** *If a dividend is subsequently paid, then the debt should be written back on.*
*** *If the debtor subsequently moves back into legal jurisdiction, then the debt should be written back on.*

5. Debts will normally only be considered for write off where the account is "closed" (i.e. no recurring debt). Only in exceptional circumstances will amounts on "live" (i.e. ongoing accruing debt) accounts be considered for write off. Such cases must demonstrate that further recovery action will not achieve collection of the debt.

6. The Director for Resources will be accountable to Cabinet Committee for the effective management of debt write offs and will ensure that appropriate performance management arrangements are introduced across all Council service and debt areas.

7. Decisions on the write off of individual debts will be taken in accordance with the Council's Scheme of Delegation. They must also comply with all relevant statutory requirements and those of the Director for Resources or designated representative(s).

8. Cabinet Committee will receive an annual report from the Director for Resources summarising performance on debt write offs during the previous year.

9. Each Service Head will be responsible for the initial recovery of debt within their service. Where the debt is collected through Sundry Income the Director for Resources will be responsible. Once recovery action is required, this must be passed to the recovery section who will then take ownership of the debt.

10. The Heads of Service will be responsible for the regular review of debts and will consider the need for write off of individual debts within their jurisdiction, monthly.

11. Negotiated settlements generally result in the need for a write off. Any negotiation of a settlement at court will be the responsibility of the Court Officer, as such, situations cannot be planned and we need to respond immediately. Any other negotiated settlement will require approval according to the Scheme of Delegation i.e. the write off amount is the sum being remitted through negotiation.

12. Prior to write off being proposed, the debt will be reviewed to ensure that no further recovery action is possible or practicable.

13. Following the appropriate investigation, those debts still considered irrecoverable will be proposed for write off. The following information needs to be provided for each debt to the officer who authorises the write offs:
    - Debtors name
    - Debtors address
    - Description of debt
    - Period of debt and / or date of invoice
    - Amount to be written off
    - Reason for write off

    Supporting documentation must be retained and available that shows:
    - Evidence to support write off
    - Recovery history
    - Details of tracing and enquiries carried out

    In considering a debt for write-off, the following conditions will apply:
    - Each case will be considered on its merits
    - Each request will be supported by relevant documentation
    - Each case will receive authorisation from the appropriate authorised officer.

14. Appropriate records of all authorised write offs will be maintained and reviewed periodically against live caseload. This will enable any trends to be identified and will support the review of the Policy every 12 months.

15. Authorisation levels are reflected in the Scheme of Delegation within the following parameter.

Section Manager / Team Leader	up to £5,000
Head of Service / Revenues Manager	up to £20,000
Section 151 Officer or Deputy Section 151 Officer	up to £30,000
Director for Resources or Chief Executive in consultation with the Portfolio Member	over £30,000

16. The revenues manager will record all write-off decisions, and provide a summary to the Director for Resources. This will be available for further Scrutiny, for Audit purposes and for reporting to Cabinet.

17. The Director for Resources will submit an annual report to Cabinet identifying the following:
    - A summary of debts written off in each debt area showing reason for write-off, values and number of cases.
    - Collection performance for each service area
    - Level of arrears outstanding
    - Level of provision for bad and doubtful debts

Reviewed 10 June 2026.

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Appendix 3

Methods of debt recovery.

Attachment of Earnings Order
The Council can order an employer to make deductions from earnings of their employee and to pay the deducted amount to the Council. Failure to comply with the order may result in the employer being fined.
The amount deducted will be in line with regulations and will depend on earnings. Employers can deduct £1 per order for every time a deduction is made to cover administration costs and deductions will continue until the debt is paid. Changes in employment must be reported to the Revenues Team within two weeks.

Deductions from Department for Work and Pensions benefits
The Council can ask the Department for Work and Pensions (DWP) to make deductions from Universal Credit, Income Support, Jobseekers Allowance, Pension Credit or Employment Support Allowance.

The amount deducted will be in line with regulations and will depend on the amount of benefit in payment and any existing deductions in force. Changes to benefit entitlement must be reported to the Revenues Team within two weeks.

External agencies
We work in partnership with several specialist companies in our efforts to recover unpaid council tax and business rates. These companies provide additional support and are specialists in their respective area of recovery. External companies are used for debt collection work, tracing absconders, enforcement action and insolvency. Costs will be added to the debt and external agencies will be used if all other attempts to recover the debt have failed.

Once a case is referred to the debt recovery specialist, all further contact will be referred to the practitioner. The documents issued will recommend the debtor seek their own independent legal advice.

Bankruptcy/insolvency
If the debt owed is more than £5,000 bankruptcy/insolvency proceedings will be considered. There are significant costs associated with this method of recovery, that are incurred by the customer, and their home may be at risk.

A full risk assessment will be undertaken by the Revenues Team using all the information available from the council’s records including Land Registry checks, credit reference reports and Companies House records where applicable.

The team will liaise with Social Prescribing Team and other relevant partners to check for vulnerability before proceeding. All cases referred to our debt recovery solicitors for bankruptcy proceedings will be authorised by the Revenues Manager.

Charging orders
When a customer owns property a Charging Order may be appropriate.
Once a Charging Order has been granted against a property, the Council can apply to the court for an Order for Sale and force the property to be sold and the debt recovered from the proceeds of the sale.

There are significant costs associated with this method of recovery, that are incurred by the customer, and their home may be lost so these proceedings will be used with caution. A full risk assessment will be undertaken by the Revenues Team using all the information available from the Council's records including Land Registry checks, credit reference reports and Companies House records where applicable.

The team will liaise with Social Prescribing Team and other relevant partners to check for vulnerability before proceeding. All cases referred for Charging Orders will be authorised by the Revenues Manager.

A factor to consider when deciding to proceed with a Charging Order would be the length of time it will take for the Council to receive the money which may run into years. Once a Charging Order has been granted against a property, the Council can apply to the court for an order to evict and force the property to be sold and the debt recovered from the proceeds of the sale.
The Council may still look to recover any debt that remains not covered by the Charging Order, by other methods.

Tracing debts
All debts owed to the council will be pursued. If the debtor leaves their last known address without a forwarding address, the Council will use various means of tracing the debtor which may involve external tracing agents.

Winding up (Business Rates)
If the ratepayer is a limited company, the Council can apply to 'wind up' the business. There are significant costs associated with this method of recovery that are incurred by the ratepayer.

After agreeing this method of recovery against a business, the Council will send a formal request for payment advising of the intended action and subsequent consequences if the debt is not paid. If no response is received within 14 days, the Council will consider whether a petition for the winding up of the company should be issued.

If the Council seeks a petition from the High Court, the petition will be served on the ratepayer advising them of a date and time of the hearing. At this stage, significant costs are added to the debt.

If the ratepayer refuses to attend court to make representation to the judge, this generally results in the company being wound up. Once the company has been wound up, the matter is then referred to the Official Receiver.

Enforcement agents
the Council will instruct their Enforcement Agents to collect the balance owing when a customer has failed to provide income details, failed to agree an acceptable payment plan and/or make the agreed payments.

The Revenues Team will continually monitor the performance of the Enforcement Agents to ensure they are an efficient and effective collection method.
If the Enforcement Agent cannot identify sufficient goods to clear the debt, or cannot gain lawful entry to the property, they will advise the council accordingly. The Revenues Team will then consider further recovery action as appropriate.

Enforcement Agent Code of Practice

Any Enforcement Agent engaged by this Council shall adhere strictly to the provisions contained in the appropriate legislation relevant to taking control of goods and any other instructions laid down by this Council as may be in force at the relevant time.

The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below: -

Schedule of Enforcement Fees (other than under a High Court Writ) increased with effect from 01/05/2026 in accordance with The Taking Control of Goods (Miscellaneous Amendments) Regulations 2026, SI 2026 No 366, Regulation 3.

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £1500
Compliance Stage	£79.00	0%
Enforcement Stage	£247.00	7.5%
Sale or disposal stage	£116.00	7.5%

The above figures are not including VAT.

The Enforcement Agent shall not represent himself as an employee or representative of the Council, unless directly employed by the Council.

- The Enforcement Agent shall not follow any irregular practices with regard to taking control of goods or attempting to take control of goods, or in the execution of warrants and shall not cause nuisance or trespass in the execution of his duties.
- The Enforcement Agent may conduct his business out of normal office hours, (8:30 - 5:00) but shall at all times consider the reasonableness of the time and the debtor’s personal and business movements.
- The Enforcement Agent shall not discriminate against or in favour of a debtor on the grounds of ethnic origin, sex, religion, status, race, colour, creed or disability.
- No removal of goods is to be undertaken without prior authorisation, preferably in writing, by the Client, against the long-term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, those on Income Support, or those where in the opinion of the attending Enforcement Agent to do so would cause the Council unwarranted publicity.
- All Enforcement Agents are required to be Certificated Enforcement Agents of the County Court and either corporate or individual members of CIVEA or working towards it and shall not have, nor permit any of his personnel to have, any criminal convictions or disqualification including those under the Rehabilitation of Offenders Act 1974 and shall sign a declaration to that effect.
- Debtors are to be given a minimum 14 days’ notice before enforcement visits commence.
- The Enforcement Agent shall indemnify the Council against any and all actions arising from any act or omission not occasioned by the Council and those where the Enforcement Agent was aware that there was an act or omission prior to the action taking place.
- Cases where the taking control of and removal of “Tools of the Trade” over the statutory £1350 limit is being sought shall be referred on a case-by-case basis to the Revenues Team Leaders/Revenues Manager. No such removal shall take place without this referral having been made.
- Whilst permitted in legislation, visits are not to be made on Sundays.

Enforcement Agent Instructions

1. General

1.1 It is the Council's policy to be firm yet fair when dealing with our taxpayers.
1.2 Although the Council's preferred method of recovery is Attachment of Earnings or Benefits the Council's Policy is that the most appropriate method shall be used from information available to recover the sums due.
1.3 No method of recovery shall be used which is either not in the Council's best interests or which may bring the Council into disrepute. At all times an attempt should be made to minimise the detrimental effect on the family of the taxpayer whilst ensuring the debt is paid. Special care shall be taken when dealing with vulnerable groups i.e. the elderly, the long-term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, or those on Income Support/Job Seekers Allowance Income Based.
1.4 If there is a genuine inability to pay and the debt is small the Enforcement Agent should pass the information and circumstances to the office so that an informed decision as to the appropriate action can be made.

2. ENFORCEMENT AGENT WORKING PRACTICES.

2.1 The Contractor shall not sub-contract the provision of the service or any parts thereof to any person.
2.2 Work shall be issued to the Enforcement Agent electronically.
2.3 The Enforcement Agent shall conduct his/her affairs in accordance with statutory requirements and comply with the North Norfolk District Councils Code of Conduct for Enforcement Agents, Enforcement Agent Guidelines, Enforcement Agents Code of Practice, and any nationally approved Code of Practice.
2.4 All visits shall be carried out in accordance with legislation.
2.5 The Enforcement Agent shall commence processing all cases issued to him within 3 days of instruction unless otherwise agreed by the Council.
2.7 The Enforcement Agent shall, on each visit to a debtor's premises, present his identification without being requested to do so once it has been confirmed that he is speaking to the debtor.
2.8 The Enforcement Agent shall thoroughly and accurately complete the appropriate visiting documentation provided to him by his employer.
2.11 The Enforcement Agent shall seek completion of signed controlled goods agreements where required.
2.12 The Enforcement Agent shall have regard to the Council's Special Arrangement Policy when considering entering into Controlled goods agreements with the debtor.
2.13 Goods taken into control shall be detailed on the appropriate Enforcement Agency documentation. In the case of electrical goods, serial numbers shall be listed on the inventory.
2.14 In exceptional circumstances, i.e. where the Council or the Enforcement Agent is aware of a debtor's imminent intention to move away or another Enforcement Agents' imminent involvement in one of our cases, the normal process will be by-passed and immediate action to take control of/remove goods to secure the Councils' position shall take place.
2.17 The Enforcement Agent shall provide sufficient and accurate evidence, including a nulla bona certificate, in cases where required.
2.18 The Enforcement Agent shall obtain authorisation from the Revenues Manager or Revenues Team Leader prior to the removal of goods taken control of.
2.19 The Enforcement Agent shall attend Court to act as witness if so required.
2.20 The Enforcement Agent shall immediately inform the Revenues Manager or Revenues Team Leader of any cases of physical or verbal abuse or where any action could lead to an official complaint or legal challenge being directed at the Council.

2.21 The Enforcement Agent shall be notified by the Council within five working days of the posting to an individual's account of payments received or amendments made which alter the balance of any Liability Order currently being processed by him/her.

COUNCIL'S SPECIAL ARRANGEMENT POLICY

• When making special payment arrangements the Enforcement Agent shall endeavour to ensure the arrangement ends within the same financial year, or does not exceed a period of 12 months, having sought approval from a member of the Revenues Team.
• Debtors can be offered the option of weekly or fortnightly instalments instead of monthly.
• If the debtor requests that the instalment profile is extended over a year end or twelve-month period written or verbal authorisation shall be sought from a member of the Revenues Team
• Remember when making these arrangements to notify the Debtor that the new year's instalments will need to be paid when due.
• All arrangements shall be made subject to the debtor signing a controlled goods agreement.
• Any failure by the debtor to maintain the special arrangement shall result in further recovery action being taken.

Revised 24 June 2026.

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Coastal Adaptation Pilot – Extending delivery of Coastwise	
Executive Summary	Coastwise is delivering the Corporate Plan objective "Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses". The Coastal Adaptation Pilot (CAP) provides an opportunity to extend the project to continue to implement local actions and trial new longer-term initiatives. The learning continues to contribute to the national discussion for action to prepare communities impacted by coastal erosion. It is recommended that NNDC take forward the CAP opportunity and secure or allocate the required funding contribution.
Options considered	Not to proceed with the Coastal Adaptation Pilot extension to Coastwise and not take forward the ongoing work and opportunity to better prepare our communities for coastal erosion or to contribute to national learning and approaches into coastal erosion adaptation. This approach is not recommended as it will not meet the Corporate Plan objectives or support the delivery of the adopted Shoreline Management Plan.
Consultation(s)	This report has been developed in consultation with the Coastwise Project Board, Coastal Portfolio Holder, Director of Resources and Environment Agency. The development of this next phase of Coastwise has also included consultation with the wider Coastal Transition Pilot local authorities including Great Yarmouth Borough Council, East Suffolk Council and East Riding of Yorkshire Council.
Recommendations	It is recommended that Cabinet: 1. Agrees to participate in the Coastal Adaptation Pilot (CAP) programme, accepting grant funds to continue the delivery and to further develop the Coastwise initiative under the existing governance arrangements. 2. Delegate to Coastal Manager, in consultation with the Coastal Portfolio Holder and Director of Resources, the formulation of the updated business case and submission to the Environment Agency. 3. Recommend to Full Council, the allocation of up to £500,000 as match funding for the programme, to be sourced from reserves if Local Levy (from the Regional Flood and Coastal Committee, RFCC) or other grant sources is not forthcoming. 4. To extend the contracts of existing Coastwise personnel to the end of March 2029.

Reasons for recommendations	To enable continued development and delivery of Coastal Adaptation activity, supporting local at-risk communities and contributing towards national policy development. To maintain the momentum established by the Coastwise initiative, the success of which has been recognised by the proposed inclusion of North Norfolk District Council as a participating authority in the Coastal Adaptation Pilot programme.
Background papers	• Coastal Transition Accelerator Programme Outline Business Case • Coastwise Communications and Engagement Plan • Coastal Adaptation Pilot Principles (EA) • Coastwise Board papers

Wards affected	Coastal, Sheringham South, Sheringham North, Beeston Regis and the Runtons, Cromer Town, Suffield Park, Poppyland, Roughton, Mundesley, Bacton, Happisburgh
Cabinet member(s)	Cllr Harry Blathwayt – Portfolio Holder for the Coast
Contact Officer	Rob Goodliffe – Coastal Manager – Rob.Goodliffe@north-norfolk.gov.uk – 01263 516321

Links to key documents:	
Corporate Plan:	PROTECT AND TRANSITION OUR COASTAL ENVIRONMENTS - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses
Medium Term Financial Strategy (MTFS)	Primarily externally funded capital investment with local contrition required.
Council Policies & Strategies	Shoreline Management Plan 6 Local Plan

Corporate Governance:	
Is this a key decision	Yes

Has the public interest test been applied	Yes – One project is commercially sensitive and not included in the Coastwise update.
Details of any previous decision(s) on this matter	January 3rd 2023 – Cabinet – approval of Coastal Transition Accelerator Programme and governance arrangements.

1. Purpose of the report

1.1. This report provides an update as to the progression of the Coastwise programme and sets out the opportunity to extend the programme and activities though the recently announced Coastal Adaptation Pilot, funded by the Government and administered by the Environment Agency.

1.2. The report seeks necessary resolutions for the Council to be one of four local authorities nationally selected to be part of the scheme, and consequently, to submit an updated business case to the Environment Agency for the Coastal Adaptation Pilot funds. In order for the Coastwise programme (under DEFRA's Coastal Transition Accelerator Programme, CTAP) to transition to the new Coastal Adaptation Pilot programme, it will be important to ensure the necessary funding and staff resources are available; this report therefore seeks approval for the necessary match funding to be secured, and for the extension of fixed-term posts in the Coastwise team.

2. Introduction & Background

2.1. The North Norfolk coast has some of the most rapidly eroding coastlines in Europe, due to its soft erodible cliffs and natural coastal processes. The rates of erosion are expected to accelerate due to climate change, particularly in response to sea level rise. Coupled with aging defense assets and a long-term trend of falling beach levels, many homes, businesses and infrastructure along the twenty-one miles of the cliffed North Norfolk coast are at risk from erosion.

2.2. The Shoreline Management Plan (SMP6) sets out the strategic policies for managing coastal erosion risk management. Whilst in some locations it is the policy intent to seek to 'hold the line' of erosion risk management assets, the SMP recognises that the continued maintenance of these assets, such as sea walls and groynes, is considered neither affordable, technically feasible or environmentally sustainable in many locations. As such, the SMP identifies that there is a need for measures to be developed to support those locations impacted by coastal change. This has been later reflected in the Environment Agency's Flood and Coastal Erosion Risk Management Strategy and in the recent Environment Food and Rural Affairs Select Committee evidence report regarding the impact of coastal erosion on communities. The latter included significant contributions from NNDC and North Norfolk communities.

2.3. North Norfolk District Council and the communities of North Norfolk have been at the forefront of coastal change management. This has included some of the earliest coastal change management policies and approaches, many of which are now incorporated into national guidance and further developed. North Norfolk received the most significant share of the national Coastal Pathfinder project in 2010, which enabled the Council to work alongside local communities and business in developing and implementing practical ways to manage many of the impacts of coastal change. Subsequently, and largely as a consequence of the Pathfinder activities, as well as the magnitude of property risk, in 2022 NNDC was selected as one of two Coastal Transition Accelerator Programme (CTAP) locations, which led to the development and delivery of the Coastwise programme, the local branding of the CTAP initiative (East Riding of Yorkshire Council was the other).

2.4. Coastwise, funded by DEFRA, via the Environment Agency, has been working with communities to take forward coastal transition conversations, developing the first ever community coastal erosion transition plans, and to take forward actions. This has helped prepare communities, is addressing local impacts, whilst also gathering evidence and trialing approaches that will demonstrate how future decisions and policies may be shaped by the government, its agencies and other local authorities. Further details of the activities of Coastwise are provided below.

2.5. This report sets out the new Coastal Adaptation Pilot opportunity, the indicative outputs the programme hopes to deliver and seeks authority to develop and proceed with prioritised actions.

3. Coastwise – Progress update

3.1. The Coastal Transition Accelerator Programme (CTAP) was announced by government in March 2022. Following the announcement, the Council was required to develop an Outline Business Case, in line with Flood and Coastal Erosion Risk Management and CTAP guidance. The outline business case was submitted in March 2023. Following appraisal from the Environment Agency Large Project Review Group, the business case was approved in August 2023. NNDC prepared for delivering the programme and, branding it locally as 'Coastwise', began the recruitment process in advance, to ensure a delivery team was in place from October 2023. Since its establishment, the team has developed into a multi-skilled, cross authority and multi organisational team, including embedding staff in the NNDC Legal and Communications teams, seconding a senior researcher from the University of East Anglia, embedding roles in the national and local Environment Agency teams and in Norfolk County Council Museums Service.

3.2. The challenges of coastal change are broad and complex. What the CTAP scheme did not allow, was coast protection measures, however a very eclectic mix of practical and procedural activities to help those areas which are, or are predicted to be, impacted by erosion have been undertaken. Coastwise intentionally set out to explore approaches and develop innovative solutions along the whole eroding North Norfolk coast, across a wide spectrum of topics to optimise learning opportunities for local application and for government to take note. Whilst doing this it sought to support communities and better prepare for the future. Key areas of work have included research and investigations, working with communities to understand perspectives on erosion risk, development of community transition plans, supporting and facilitating local actions (through grant funding, advice and guidance), delivery of practical projects, exploring longer term financial aspects of coastal transition/adaptation and capturing learning and dissemination.

3.3. Coastwise activities continue to be delivered with the focus moving towards practical support and activity. To date learning and evidence is being utilised to influence wider decision and policy making, for example via the EFRA evidence review on the impacts of coastal erosion.

3.4. The activities of CTAP and Coastwise has also been reported in the media locally, nationally and internationally, often in well balanced articles and highlighting the project as an example of where coastal erosion adaptation is seeking to be put into practice. Examples include ITV and The Guardian.

4. Coastal Adaptation Pilot

4.1. On the 28 January 2026, the Environment Agency and Defra announced a £30 million investment for coastal adaptation pilots (CAPs).

4.2. Up to £18 million of the allocated funding is intended to support the continuation of 'advanced coastal adaptation projects' in East Riding of Yorkshire, Suffolk and Norfolk, recognising this is where predicted erosion impacts are greatest and the local authorities are best prepared and experienced to develop pilot activities. North Norfolk District Council's Coastwise project is therefore included in the proposal.

4.3. The CAPs will run from September 2026 to the end of March 2029, overlapping the Coastal Transition Accelerator Programme by six months. NNDC and other authorities involved in the current Flood and Coastal Innovation Programme (of which CTAP was part) have been highlighting the long-term requirements of successful coastal erosion adaptation and transition throughout the programme; one of the major risks of the Coastwise initiative was its ability to achieve its objectives within the very short timescale available. The additional timescale allowed through the proposed CAP is therefore welcomed.

4.4. The £18m allocation will be shared between East Riding of Yorkshire Council, East Suffolk Council, Great Yarmouth Borough Council and North Norfolk District Council. The exact amount each authority will get has yet to be decided. There is a requirement for a ten percent match funding contribution from each participating local authority, therefore the exact value will depend on the final grant allocation but it can include 'in kind' contributions (e.g. staffing). The maximum expected contribution would be in the region of £500,000, although it is likely to be lower.

4.5. NNDC is working with East Suffolk Council (ESC) and Great Yarmouth Borough Council (GYBC) to explore options for the match funding contribution to be met by a grant from the 'Local Levy' administered by the Eastern Regional Flood and Coast Committee (RFCC). If NNDC is to exploit the opportunity on offer in the proposed CAP, and propagate the benefits of the Coastwise programme, if this match funding is not possible, the Council will need to fund the contribution. Some 'in kind' support may be possible but but without RFCC support there will remain a need for significant financial match. The already allocated coastal capital budget is needed for programmed coastal management asset refurbishment, and therefore NNDC would be required to find new funds for the contribution, either from reserves or from borrowing.

4.6. The proposed CAP will enable Coastwise to build on what has been achieved to date and it is anticipated the focus of the programme will be on the following broad activities.

a) Implementation of the actions in Community Transition Plans. e.g. reusing land at erosion risk, planned future options for graveyards, maintaining cliff top access, property level resilience for wave overtopping etc.

b) Formulating a Strategic Transition Plan and developing action plans for the delivery across the Coastwise programme area. This may also include, for example, working with infrastructure/utilities providers, contribution to the Local Plan evidence base and focused sectors.

c) Continued community engagement and raising awareness of coastal change and its impacts e.g. supporting community projects, developing novel communication methods, providing information to key stakeholders (e.g. property owners and agents), and education packages.

d) Practical actions for the replacement of homes, business and infrastructure e.g. identifying and facilitating building plots for replacement homes

e) Delivery of a Coastal Home Assurance Scheme (CHAS), see below.

4.7. Please note that the precise activities will require refinement and formal approval from the Environment Agency as part of a business case update.

5. Coastal Home Assurance Scheme

5.1. Coastwise has explored a variety of options for the replacement of homes at risk of loss from erosion and support to those impacted. This has utilised expertise from across the Council, as well as input from community events. Technical financial and economic analysis has also been undertaken to inform the draft proposal. Through this process the CHAS has developed (described below) as a leading option for addressing some of the most significant impacts affecting property and households in the erosion risk area.

5.2. The concept being explored would enable households in areas at risk to remain in their own homes (for as long as feasible). It will provide clear prearranged support and with this the ability to plan for the eventual loss of the property, providing some certainty/choice about their future housing options in an uncertain erosion situation.

5.3. Detailed development of all aspects of the draft CHAS concept is underway, this includes how it meets the government funding requirements, how funds will be managed over the years it operates, all legal aspects, approaches to communicating and engaging and many more considerations. It is proposed that a significant proportion of the CAP funding, if approved, will be allocated to the scheme to enable the Council to pilot the approach and generate evidence and learning for it to be considered on a wider basis.

5.4. It should be noted at this stage that the CAP funded activities for Coastwise are proposals and they will require approval from the Environment Agency before they can be implemented.

6. Options

6.1. The following options are available to the Council:

A. Complete CTAP element of Coastwise and close the project at the end of March 2027.

B. Take forward the opportunity of the Coastal Adaptation Pilot, with the contribution required provided by NNDC, and extend/expand Coastwise activity.
C. Take forward the opportunity of the Coastal Adaptation Pilot, with the contribution required provided by Eastern RFCC, and extend/expand Coastwise activity.

6.2. Option C is the preferred option, however, should RFCC funding not be secured, option B is proposed to be adopted. Option A would miss the opportunity of hugely beneficial activity that would help local at-risk communities; it would harm the reputation of the Council as a leading authority in the field of coastal adaptation. Option A would not meet the objectives of the Corporate Plan.

7. Corporate Priorities

7.1. Coastwise has been a key component of delivering the following Corporate Plan priority: "Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses".

7.2. The Coastwise programme supports the following element of the Annual Action Plan 2025-26: "Working with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027."

8. Financial and Resource Implications

Financial Implications

8.1. The Coastal Transition Accelerator Programme (Coastwise) is fully funded via the Environment Agency until the end of March 2027.

8.2. To date the Council has claimed £7.239m from the Environment Agency and a further £1.015m Capital and £0.405m Revenue of DEFRA funds.

8.3. A budget of £3.400m CTAP funds have been reallocated into future years, with £0.600m to claim this year.

8.4. Moving forward, the already claimed Environment Agency (EA) CTAP funds and 26/27 allocation for CTAP (£0.6000m) must be spent by end March 2027.

8.5. The forthcoming CAP funding requires a 10% contribution, the EA have indicated this could be up to £0.500m although this will be calculated once the final allocation to NNDC is to be confirmed.

8.6. Discussions with the Eastern Regional Flood and Coast Committee and area EA have been held about the potential for RFCC Local Levy grant to be provided for the contribution, to enable the CAP to be delivered. NNDC has also begun discussions with Great Yarmouth Borough Council and East Suffolk Council, which are also proposed CAP authorities, to submit a coordinated joint request to the RFCC for CAP match funding. It is proposed to submit a request to the Eastern RFCC in July 2026.

8.7. Should the RFCC request be unsuccessful, or a reduced grant is awarded, in order for NNDC is to proceed with the CAP opportunity, the Council will be required meet the contribution requirements. This may include a mix of in-kind support as a proportion of the funds an.

8.8. The Cabinet recommendation is NNDC to meet the contribution requirements, in the event that insufficient funds can be obtained from the RFCC.

8.9. ***Resource Implications***

8.10. The current Coastwise team are on fixed-term contracts, terminating in March 2027. As the contract end dates approach, there is a risk that team members will be seeking alternative employment opportunities. Should posts in the team become vacant, it may prove difficult to recruit, with only a short term left, which will impact on the final delivery of the CTAP funded Coastwise programme. The loss of skills and experience from the team will impact on the prospects of successfully delivering the CAP.

8.11. All Coastwise roles are funded by grant. The CAP funds have been announced by the Government Minister and NNDC has received a funding allocation letter form the Environment Agency. The latter sets out the indicative grant allocation. The grant is subject to approval of a Business Case update and it is fully anticipated by all parties that it will be approved, subject to agreement over the detailed programme content.

8.12. The Business Case update will be submitted by NNDC to the Environment Agency in September 2026 with a decision expected in October 2026.

8.13. Considering the expected funding and the need to maintain momentum in delivering the current Coastwise programme, it is proposed that Coastwise contracts of relevant staff are extended, where appropriate, to March 2029.

Comments from the S151 Officer:

The offer of CAP grant funding to extend the successful CTAP funded program under the Coastwise brand will be vital to delivering the corporate objective on coastal matters.

The award of the amount of the CAP grant is subject to government approval due in October 2026. To mitigate the risk of staff retention it is proposed to extend grant-funded fixed term contracts from March 2027 to March 2029. This would be within the Council-approved 2026/27 budget and all future staff costs associated with the fixed term contracts would be included in the future 2027/28 budget include.

The match funding required to accept the CAP grant will initially be sought from the RFCC local levy. If this is not forthcoming then Full Council approval will be sought to use reserves or borrowing to fund any shortfall in match funding.

9. Legal Implications

9.1. The existing programme complies with all necessary legal requirements, and the proposed CAP would follow the same arrangements. The emerging CHAS approach, throughout its development has been appraised to ensure that all legal aspects are considered. To date no legal concerns have been identified.

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.*

Grant funding, with match funding, would enable the extension of CAP, to deliver coastal change management provision beyond the original timeframe. Acceptance of external grant would enable extension of the CAP , but it is contingent on the provision of match funding. This will be sought from the RFCC, but if this cannot be secured, the request is that match funding of up to £500K be provided by this Council (from reserves of borrowing), through a recommendation to Full ouncil, to secure the grant and ensure continued delivery.

10. Risks

10.1. Coastwise, as part of its governance, maintains a programme risk register, key risks throughout the programme have related to the limited length of scheme and the consequent challenges in defraying the grant funds fully within the limited time available. More recently, the potential loss of team members due to the approaching end of the funding has been highlighted as a risk.

10.2. Limitations in the CTAP delivery timescales, yet the acknowledged high degree of innovation and the successes of the programme, are likely to be reasons that have led to the creation of North Norfolk CAP, which will extend the ability to deliver elements of the CTAP programme over a longer period (with more resources). On the face of it, the impending programme (CAP) obviates the principal risks, however, since at this point in time the funding offer is caveated, subject to the approval of a revised business case, the the grant-funded extension of the fixed-term contracts of staff in the Coastwise team cannot be guaranteed. This gives rise to a critical risk, that without the assurance of a continuation of their contracts, which in turn may impact retention or replacement, damage morale and make the transition into CAP more challenging. If the extension of the posts is not supported now, there may be a hiatus between CTAP and CAP to allow for recruitment and gap in service delivery; whereas if the extension of the posts is approved and the money is subsequently not forthcoming (considered highly unlikely), then there would be a risk of redundancy for staff at the end of their contracts. It is considered important to provide continuity by extending the Coastwise staff contracts; in the unlikely event the CAP funding does not materialise, contracts would terminate at the end of March 2027.

10.3. Keys risks with not proceeding with the CAP opportunity:

- Reputational impacts with local communities by not following through with developed adaptation actions
- Not achieving corporate priority objectives and actions
- Loss of staff before CTAP programme end in 2027
- Not demonstrating coastal adaptation actions and generating evidence, preventing future adoption of wider national adaptation solutions for which North Norfolk's coastal communities would benefit
- Detriment to the positive working relationship NNDC has with the EA and relevant Government departments, potentially impacting negatively on future opportunities.
- The innovative solution to allow residents to plan for long term coastal erosion would not be tested, denying residents peace of mind.

10.4. Key risks with proceeding:

- If the updated business case is approved, there would be a need to ensure sufficient resources are in place to secure its effective implementation. This will depend on recruitment into the vacant posts and the retention of staff in the existing Coastwise posts. If the North Norfolk CAP proceeds without timely reassurance that existing posts can be extended to coincide with the new programme timescale, then maintaining momentum and safeguarding delivery will be challenging.

11. Net Zero Target

11.1. Working towards net zero and minimising carbon was included as a key principle in the Coastwise (CTAP) business case. It is proposed this would remain so for the proposed CAP.

11.2. The impact of erosion is identified as a corporate risk, which will be exacerbated by climate change and sea level rise. The delivery of Coastwise (and the impending CAP) will help support climate change adaptation in at-risk communities.

11.3. The CTAP project has investigated the impacts and opportunities of greenhouse gas emissions in relation to coastal erosion and adaptation. This will help inform the CAP activities.

11.4. Procured elements of the project have included sustainability scoring as part of the evaluation process.

11.5. Construction activities require carbon accounting, and opportunities to reduce, minimise and sequester carbon have been included.

11.6. The Coastwise programme of projects has included net zero as a principle and the CAP would seek to utilise and build upon the learning to date. Each aspect will be considered on a case-by-case basis and opportunities to reduce carbon will be prioritised.

12. Equality, Diversity & Inclusion

12.1. An Equalities, Diversity and Inclusion assessment was completed as part of the initial CTAP project development and this will be updated as appropriate during the CAP business case update process.

12.2. The Coastwise Communications and Engagement Plan considers and includes actions to meet the EDI requirements. As the project has been delivered, elements continue to be assessed and improved and these lessons will be carried forward into the CAP.

13. Community Safety issues

13.1. No specific community safety issues have been identified. Where Coastwise supports communities in developing public assets, opportunities to improve localities, including public safety, are taken into account.

14. Conclusion and Recommendations

14.1. Coastwise is delivering against the Corporate Plan objective of "Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses".

14.2. The coastal erosion adaptation learning generated in North Norfolk continues to contribute to the national discussion for action to better prepare communities for the impacts of coastal erosion.

14.3. The new Coastal Adaptation Pilot (CAP) provides an important opportunity to extend and expand the current Coastwise programme for a further two years. This would enable the opportunity to build upon the local engagement to date, to deliver local adaptation actions, and to trial new longer-term initiatives. The CAP has been announced by the Government minister and the scheme specifically identifies North Norfolk as a proposed beneficiary.

14.4. To access CAP, a business case update will need to be submitted and approved by the Environment Agency. This will require a 10% funding contribution. This requirement is being sought from the Eastern Regional Flood and Coast Defence Committee, from the Local Levy.

14.5. Coastwise has developed a multi-disciplinary delivery team. In order to provide security to the team and minimise the risk of losing experienced staff, it would be beneficial to extend personnel contracts with the expectation that the funding is likely to be secured.

14.6. The following resolutions and recommendations are presented:

Cabinet is resolved to:

It is recommended that Cabinet:

1. Agrees to participate in the Coastal Adaptation Pilot (CAP) programme, accepting grant funds to continue the delivery and to further develop the Coastwise initiative under the existing governance arrangements.

2. Delegate to Coastal Manager, in consultation with the Coastal Portfolio Holder and Director of Resources, the formulation of the updated business case and submission to the Environment Agency.
3. Recommend to Full Council, the allocation of up to £500,000 as match funding for the programme, to be sourced from reserves if Local Levy (from the Regional Flood and Coastal Committee, RFCC) or other grant sources is not forthcoming.
4. To extend the contracts of existing Coastwise personnel to the end of March 2029.

Appendix 1

High level list of completed and ongoing activities undertaken by the Council under the Coastal Transition Accelerator Programme to-date.

Investigations and supporting research

- Coastal Adaptation/Transition Rapid Evidence Review and archive investigation
- Coastal Transition Plans - evidence review, options appraisal and blueprinting
- Valuing the benefits provided by coastal sediment and can this be included in economic appraisal
- Understanding the impact of water in relation to cliff failure at Sidestrand and Trimingham and consideration of possible practical mitigation actions
- Review of use of Rock Armour and Beach Access - Happisburgh
- Erosion risk graveyard transition investigation and options
- Understanding the impact of water in relation to cliff failure at Happisburgh
- Heritage Recording Project - Happisburgh Church
- North Norfolk decommissioning of coastal management assets protocol
- Holiday Parks adaptation assessment
- Update of national Coastal Change Management Area Guidance
- Town and Country Planning investigations - Evidence for local plan policy review
- Coastal Monitoring Data Viewer (now incorporated into national business case for coastal monitoring)
- Understanding the impact of water in relation to cliff failure at Overstrand
- Legislative and legal investigations into coastal management and coastal adaptation
- Improving Property Sales and Conveyancing erosion information
- Coastal Home Assurance Scheme - Development
- Investigating future options for key highways at risk of erosion
- Understanding liabilities a strategy for managing Knotweed on eroding cliffs
- Cost-benefit analysis of Coastwise housing options

Community Transition Plans

- Assessments of Environmental Land Management Schemes for coastal cliffs
- Community Transition Plans - Happisburgh
- Community Transition Plans - Overstrand
- Community Transition Plans - Trimingham

- Community Transition Plans - Bacton & Walcott
- Community Transition Plans - Weybourne
- Community Transition Plans – Learning from transition plan processes
- Community Transition Plans – Finalisation, prioritisation of actions and adoption
- Community Transition Plans - Prioritised Actions delivery

Community Support and Engagement

- Coastwise public survey and analysis
- Facilitation of Community groups: Weybourne, Overstrand, Trimingham, Walcott, Happisburgh
- Café and wider Community Events

Coastal Literacy

- Developing Educational Resources
- Developing Coastal Literacy resources e.g. films/animations/information panels/coastal walks etc.
- Happisburgh Coastal Trail
- Lost Coastal Villages College Film Project
- Integrating coastal change messaging into the Deep History Coast
- Contributions towards content of Climate Change in Nature Exhibition in Norwich Castle

Grants

- Trimingham – historic ponds and drainage improvements and repurposing of land.
- Electronic Tourist Information Points – contribution to project and coastal literacy information dissemination.
- Cromer Museum geology and climate/coastal change Gallery/exhibition space redisplay
- Trimingham housing and development investigation
- Property specific grants to support adaptation and resilience
- Norfolk MIND - wellbeing and mental health support
- Opportunities to support community actions arising from community transition plans
- Sheringham Museum – coastal change and deep history stairwell gallery display

Practical projects

- Knotweed management
- Design and Construction of Happisburgh Car Park
- Happisburgh Car Park phase two development and delivery (toilets, play area etc).
- Land purchases to support future replacement of assets.
- Graveyard practical options and actions
- Beach access
- Repurposing of at-risk coastal land

- Immediately at-risk property support, demolition and land repurposing

Funding and Financing

- Coastal erosion home/business insurance investigations
- Cross Governmental Working – innovative finance
- Treasury Green Book investigation into applicability for coastal transition and adaptation
- Assessing the costs to government of coastal erosion under 'Business as Usual'
- Available funding, rules and eligibility, explore existing funding routes – taxes and levies etc
- Funding and Finance gap development/model structure

Monitoring Evidence, Learning and Outputs

- Net Zero in coastal adaptation investigation
- Delivering learning notes and case studies
- Identifying and capturing benefits, evidence, indicators and critical success factors
- Coastwise Rapid Mid-Point Review
- Example OBCs/FCERM forms
- Strategic Transition Plan
- Monitoring, Evaluation and learning (including final write up)
- Strategic Communications
- National options for coastal erosion adaptation
- Coastwise end survey and analysis
- Knowledge dissemination activities

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Local Plan Review - Governance arrangements	
Executive Summary	This report covers the requirement to review the Planning Policy & Built Heritage Working Party 'Terms of Reference' and to agree appropriate governance arrangements for the preparation of the Local Plan review under the new Local Plan making system.
Options considered	1) Establish a 'Local Plan & Conservation Task Group' 2) Exclude Conservation, Landscape and Design oversight from the proposed new governance arrangements to focus solely on the Local Plan 3) Continue with the direct approach of taking all decisions to Cabinet.
Consultation(s)	Portfolio Holder for Planning & Enforcement
Recommendations	**That Cabinet agrees to:** **1) Replace the current Planning Policy & Built Heritage Working Party with a new Local Plan & Conservation Task Group** **2) Adopt the Local Plan & Conservation Task Group 'Terms of Reference'** **and recommend that Full Council:** **1) Approves changes to the overall Committee seat allocations, ensuring that political balance rules are reflected.** **2) Approves any consequential changes to the Constitution arising from the establishment of the new Local Plan & Conservation Task Group** **3) Receives nominations from the Group Leaders to appoint Members and substitutes to the Task Group (in line with recommendation 3 above).**
Reasons for recommendations	To recognise the requirements and statutory obligations of the new planning system, as introduced through the 2023 Levelling Up and Regeneration Act and the 2025 Planning and Infrastructure Act, and to provide appropriate governance arrangements for Member engagement and decision making in producing a new Local Plan.
Background papers	Plan-making regulations explainer - GOV.UK This explains the emerging regulations for the new plan-making system.

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown

Contact Officer	David Glason, Assistant Director for Planning david.glason@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Ensuring the Council maintains an up to date Local Plan which remains a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A Strong, Responsible & Accountable Council
Medium Term Financial Strategy (MTFS)	Local Plan budget
Council Policies & Strategies	The Local Plan sets the Council's planning and decision-making framework for future development. Adoption of any new Local Plan would replace the current Local Plan (adopted in December 2025) on completion of the prescribed 30 month time period.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	None

1. Purpose of the report

1.1. The purpose of this report is to seek authority to establish governance and direction for the North Norfolk Local Plan review 2026–2029, and a continuation of an appropriate Member oversight mechanism for Conservation, Design and Landscape matters.

2. Introduction & Background

2.1. The Terms of Reference for the current Planning Policy and Built Heritage Working Party (PPBHWP) were established in May 2011 and are as follows:

- To supervise the preparation through to adoption of the Planning Obligations Supplementary Planning Document and Development Briefs and Master Plans for sites identified in the Site-Specific Proposals 'Development Plan Document'.
- To supervise the preparation and adoption of Conservation Area Appraisals and Management Plans and to consider any other policy-related issues in relation to the Conservation, Design and Landscape service.

- To consider planning policy issues in relation to the Government's Localism agenda, including neighbourhood planning matters, and make appropriate recommendations to Cabinet.

2.2. It was recommended that the membership of the Working Party should be politically balanced but should include the Chair of the Development Management Committee and the appropriate Planning and/or Planning Policy Portfolio Holder(s).

2.3. Significant changes in the planning system have taken place in the last 15 years since the PPBHWP was established including:

- 2026 Local Plan Making Regulations
- 2025 Planning and Infrastructure Act (P&IA)
- a new-style Local Plan under the Planning and Compulsory Purchase Act (PCPA) 2004 as modified by the 2023 Levelling Up and Regeneration Act (LURA), which introduced significant changes to the planning system, including statutory deadlines for accelerated plan-making and national development management decision-making policies, and the removal and transition of Supplementary Planning Documents (SPDs) to Supplementary Plans
- introduction of Spatial Development Strategies (SDS), Environmental Delivery Plans, Local Nature Recovery Strategies and Digital planning and engagement requirements
- removal of the legal requirements for the Duty to Co-Operate (but not the need for cooperation)
- various iterations of the National Planning Policy Framework (NPPF) including the new draft NPPF which aligns with the new plan making regulations and introduces plan-making and national decision-making policies as well as the requirements for a more rules-based approach, the need to prioritise growth, and the requirement not to replicate, restate or modify national decision-making policies in Local Plans
- a new prescribed standard methodology for assessing housing need (December 2024)
- the requirements to maintain a five-year housing land supply
- streamlining local standards, prioritisation of brownfield land, higher density development and the promotion of economic development.
- 2015 Self-Build and Custom Housebuilding and 2016 Housing and Planning Acts (as amended) and associated Regulations, which introduced a legal requirement for local authorities to provide sufficient land supply to meet the need for Custom and Self-Build (CSB) housebuilding (as defined by the CSB Register)
- Neighbourhood Planning

Implications of changes to the planning system

2.4. The new planning system as introduced through the 2023 LURA and 2025 P&IA, introduces many significant changes, particularly regarding plan-making. These represent the most significant changes to the system for over 20 years and include:

- replacement of the Local Development Scheme with a project plan and up to date timetable (reviewed monthly)
- removal of the statutory requirement to prepare a Statement of Community Involvement (SCI) in relation to plan-making, although an engagement strategy is required
- replacement of Supplementary Planning Documents with Supplementary Plans; the latter requiring independent examination
- use of digital technology in plan-making
- removal of the requirement to undertake Sustainability Appraisal (although Strategic Environmental Assessment remains)
- and significantly, the introduction of a 30-month Local Plan (from start to the publishing of the Inspectors report) review timeline through statutory deadlines & milestones for preparing a Local Plan using specific regulated consultations and self-assessments / independent assessments at specific Gateways.

2.5. As such, the practical implications of the new, accelerated 30-month timetable for Local Plan preparation and the strict statutory stages with key deadlines / milestones, requires a new governance structure, one that is able to make timely decisions in its own right at key stages and provide informed oversight to the strategic nature and planning context that the Plan is aligned to.

2.6. It should be noted that the current PPBHWP reports to Cabinet in an advisory role and has no direct decision-making powers. This often means that it can take up to 3 months for a decision to be made. Giving due regard to the decision making and governance requirements and the need to produce the Plan review at pace within mandated periods it is proposed to **replace the current Planning Policy and Built Heritage Working Party with a new Local Plan & Conservation Task Group which will:**

- consist of 7 members
- be politically balanced
- be chaired by the Portfolio Holder for Planning and Enforcement, ensuring direct accountability to Cabinet
- be scheduled to meet on a monthly basis – likely on a Thursday, but to be confirmed by Democratic services. These meetings can then be cancelled if not required
- have delegated decision-making powers regarding the Local Plan (as set out in the Constitution, Chapter 3, Part 3, s1.1)

- meet in public. As the proposed Task Group will have delegated powers it would be inappropriate for it to meet in closed session except in circumstances under the Local Government Act 1972 when the Council can choose to exclude the public if discussing certain types of sensitive material such as that which may affect personal information, financial viability and matters around site selection.
- report the Minutes and Actions to Cabinet.

Conservation, Design and Landscape

2.7 In addition, it is considered that the Task Group oversee and endorse the preparation and adoption of Conservation Area Appraisals and Management Plans and other planning policy related matters pertaining to the built and natural environments e.g. the Norfolk Coast National Landscape Management Plan and Biodiversity Report which relate to the **Conservation, Design and Landscape service (C,D&L).** This would consolidate such planning policy matters to the one specialist group.

2.8 The new governance arrangements are required so that the Council can support officers in efficient and effective plan-making under the new regulations and plan-making system. They are necessary so that the Council can undertake plan-making in accordance with the statutory requirements at key stages of the process and in a timely manner aligned with the required 30-month timeline.

2.9 **The proposed Terms of Reference (see Appendix 1) align with key Local Plan decision-making stages and the wider Conservation, Design & Landscape oversight requirement**.

Neighbourhood Planning

2.10 In relation to Neighbourhood Planning and the inclusion of oversight and decision making within the proposed Task Group, it is recommended that the current route through Cabinet remains the best mechanism. The endorsement of officer advice or formal comments against the basic conditions tests and alignment to national policy at earlier key stages is officer driven and inclusion of oversight would not fit into effective use of resources during the usually tight six-week consultation window. Especially when coupled with the extremely tight plan-making timetable. Consequently, additional Member oversight over and above the present arrangements is not considered necessary. A continuation of the current approach is recommended.

3. Proposals and Options Considered

Option 1

3.1 Replace the current Planning Policy & Built Heritage Working Party with a new Local Plan & Conservation Task Group – The preferred option.

Option 2

3.2 That the work of the Conservation, Design and Landscape team on Conservation Area Appraisals and appropriate Management Plans be excluded from the new Local Plan & Conservation Task Group with reports instead being directed to Cabinet.

3.3 This approach is not recommended as it would potentially create a two-tier system across the wider Department and reduce continuity of decision making.

Option 3

3.4 Take all key decisions direct to Cabinet. This is not recommended as it would be too time consuming to meet the 30 month Local Plan programme of delivery. The work will be detailed, require debate and will benefit directly from a focussed group with capacity for building specific and evolving expertise as the process develops.

Corporate Priorities

4.1 Local Plans give Councils the unique ability to shape land-use across administrative areas, which makes it an important document for Councils to prepare. A Local Plan reflects government and stakeholder policy on matters such as inward investment for jobs, growth and infrastructure. Locally, it is the basis on which local communities can prepare a Neighbourhood Plan for their town or village, and on a day-to-day basis, both the Local Plan and adopted Neighbourhood Plans guide every planning application that is determined.

4.2 Delivering and ensuring that the Local Plan remains current and delivers on the minimum housing requirements and site allocations is a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A Strong, Responsible & Accountable Council.

5 Financial and Resource Implications

5.1 There are no current financial implications. Preparation of a new Local Plan is a statutory requirement and ensuring efficient and appropriate governance arrangements are in place is necessary to achieve this outcome.

Comments from the S151 Officer:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.

6 Legal Implications

6.1 The new plan-making system covers plans prepared and adopted under the Planning and Compulsory Purchase Act 2004, as amended by the Levelling-Up and Regeneration Act 2023. The requirements establishing appropriate governance is set out in the getting ready stage of plan making.

6.2 Any endorsement could result in the need to make amendments to the Council's constitution.

Comments from the Monitoring Officer

> *To support the Norfolk Local Plan 2026-29 it is proposed that the*
>
> Planning Policy & Built Heritage Working Party is replaced by a new Local Plan and Conservation Task Group to best meet the changes in recent planning legislation. Any change (removal or creation) in committees and working groups will need to be reflected in the Constitution.

7 Risks

7.1 A failure to set up appropriate governance arrangements will result in little oversight and result in the continuation of the PPBHWP which is no longer considered fit for purpose under the new plan making systems because of the inherent time delays.

7.2 Without appropriate governance structures there is a risk of (not exhaustive):

- failing to meet legal duties
- procedural errors, making plans vulnerable to judicial review or being found unsound at examination
- delays and missed statutory deadlines

8 Net Zero Target

8.1 No assessment has been made against the Council's Net Zero 2030 Strategy & Climate Action Plan but Local Plans underpin sustainable development.

9 Equality, Diversity & Inclusion

9.1 The role of the governance arrangement is to ensure engagement and transparency in the plan making process. The proposed changes are considered purely internal and constitutional. The Local Plan itself will be subject to Equality Impact Assessment (EqIA).

10 Community Safety issues

10.1 None.

11. Recommendations

That Cabinet agrees to

1) **Replace the current Planning Policy & Built Heritage Working Party and establish a new Local Plan & Conservation Task Group**

2) **Adopt the Local Plan & Conservation Task Group 'Terms of Reference'.**

and recommend that Full Council:

3) **Approves changes to the overall Committee seat allocations, ensuring that political balance rules are reflected.**
4) **Approves any consequential changes to the Constitution arising from the establishment of the new Local Plan & Conservation Task Group**
5) **Receives nominations from the Group Leaders to appoint Members and substitutes to the Task Group (in line with recommendation 3 above)**

Appendices:

Appendix 1: Proposed Terms of Reference

Local Plan & Conservation Task Group

Terms of Reference

Purpose	The purpose of the Local Plan & Conservation Task Group is to:
	
	• Provide governance, oversight, and direction for the North Norfolk Local Plan Review 2026-29.
	• Make decisions at defined stages of plan preparation within its delegated authority.
	• Ensure the Local Plan is:
	    o Sound, legally compliant, and evidence-based
	    o Consistent with national policy and legislation
	    o Deliverable and aligned with corporate priorities
	• To oversee and endorse the preparation and adoption of Conservation Area Appraisals and Management Plans and other relevant policy-related issues pertaining to the built and natural environments and relating to the Conservation, Design and Landscape Service.

Composition of the Panel	The Task Group is established by Cabinet. *(Constitution Chapter 3, Part 3, S1.)* It will consist of 7 members (and 7 substitute members) and will be politically balanced. The quorum will be 4. It will be chaired by the Portfolio Holder for Planning & Enforcement
Officer Support	The following officers will attend Task group meetings: meetings: Planning Policy manager Planning Policy officers (as required) Conservation, Design & Landscape Officers Democratic Servies (Governance and admin support)
Governance & Decision making	The Group will take decisions under delegation from Cabinet. It will meet monthly in public and agendas and accompanying documentation will be circulated in accordance with statutory requirements Minutes will be taken by a member of the Democratic Services Team Decisions should have regard to the following: o Relevant legislation

<table>
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National planning policy and guidance
Evidence base
Officer advice
Public consultation feedback

Decisions will be on the basis of a simple majority of members at the meeting. The chair will have the casting vote in the case of a tie.
The Task Group is able to do the following under delegation from Cabinet:

Approve draft documents for consultation at key stages under the new plan making system i.e. Scoping Consultation, Local Plan Content & Evidence consultation, and Proposed Plan publication and consultation stages under Regulation 20, 23 & 27 stages of the Local Planning Regulations 2026.
Recommend the submission version of the Local Plan for examination to Full Council subject to constitutional requirements.
Endorse formal documents produced collaboratively through the Norfolk Strategic Planning Member Forum or subsequent body.
Approve the adoption of Conservation Area Appraisals and Management Plans and any other relevant policy-related issues relating to the Conservation, Design and Landscape service and pertaining to the built and natural environment.

Cabinet retains the right to discharge its delegated functions at any time (Constitution, Chapter3, Part 4, s.1.3 Cabinet Procedure rules)
</td></tr>
<tr><td>Scope</td><td>
The scope of the Group is to make decisions at defined stages of plan preparation (within its delegated authority) against the overall timetable.
This will:

Provide oversight and decisions at key milestones around:

Local Plan timetable, milestones and delivery expectations
Vision and objectives development
Spatial strategy development
Policy development
Site assessment process

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	- Consideration of iterations following consultation and Gateway stages - Community and stakeholder engagement strategy - The preparation and adoption of Supplementary Plans (SPs) as appropriate
Reporting Framework	Minutes and actions from the Task Group will be reported to Cabinet on a regular basis. The Task Group can refer a decision to Cabinet, if a consensus cannot be reached.
Review	These Terms of Reference will be: - Reviewed by the Planning Policy Manager and Portfolio Holder for Planning and Enforcement annually, or, - Updated in response to changes in legislation or national policy. Any amendments require approval by: - Cabinet

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Housing Benefit Debt Recovery Report – 1st April 2025 to 31st March 2026	
Executive Summary	This report provides an update on Housing Benefit debt recovery detailing the Councils' collection performance and debt management arrangements for 2025-26. The report includes a: ▪ A brief overview of Housing Benefit overpayments ▪ Housing Benefit Debt Recoveries performance ▪ Key trends and known risks to performance ▪ Recommendations of future recovery strategies
Options Considered	To continue with the write-off limits at their current levels. To continue to recover outstanding debt within the current guidelines. The implementation of additional recovery methods to maximise recovery options to the Council.
Consultation(s)	No consultation is required as this is a statutory requirement.
Recommendations	(i) Note the performance of the debt management function carried out by the Benefits service. (ii) Note the debt write-offs for the year. (iii) Note the ongoing impact of the completed Universal Credit migration programme on Housing Benefit debt recovery and collection methods. (iv) To support the implementation of future recovery strategies. (v) To approve the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.
Reasons for recommendations	Recommendation is to approve the annual report in relation to Housing Benefit Overpayment recovery and to approve the continued use of legislated recovery methods to ensure revenue to the Council is maximised.
Background papers	Housing Benefit Debt Recovery Performance and Debt Analysis 2025/26 (Appendix 1) Housing Benefit Overpayment Policy (Appendix 2) Corporate Debt Management and Recovery Policy Debt Write Off Policy

Wards Affected	All
Cabinet member(s):	Cllr Jill Boyle
Contact Officer	Trudi Grant Assistant Director People Services trudi.grant@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Effective income management processes are critical to the delivery of overall Council service objectives. A more efficient income management process contributes to the availability of resources for wider or deeper service provision. It is linked to the Council's Corporate Plan priority of being a strong, responsible, and accountable Council.

Medium Term Financial Strategy (MTFS)	Housing Benefit debt recovery contributes to the MTFS by improving revenue, supporting financial control, enabling accurate financial planning, and helping meet statutory and audit expectations. We will support the Council in maintaining a financially sound position, seeking to make best use of its staff resources, effective partnership working and maximising the opportunities of external funding and income.
Council Policies & Strategies	Corporate Debt Management and Recovery Policy Debt Write Off Policy Housing Benefit Overpayment Policy (Appendix 2)

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Yes - The public interest in recovering Housing Benefit overpayments lies in ensuring the efficient, fair, and responsible use of public funds, which supports the Council's Medium Term Financial Strategy.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

1.1 This is an annual report detailing the Council's collection performance and debt management arrangements for 2025/26 in relation to Housing Benefit Overpayment debt.

1.2 The report provides the Council with the assurance as to the efficiency and effectiveness of its collection and recovery policies and systems.

2. Introduction

2.1 Housing Benefit (HB) overpayment recovery remains an important element of the Council's income management arrangements. Although Housing Benefit has largely been replaced by Universal Credit (UC) for working age claimants, the Council continues to manage a significant level of legacy HB debt. Effective recovery arrangements are therefore essential to protect public funds, minimise subsidy losses and support the Council's financial sustainability.

2.2 This report provides assurance on the effectiveness of the Council's debt recovery arrangements during 2025/26, highlights key risks and opportunities, and sets out future priorities for managing outstanding Housing Benefit debt.

3. Background

3.1 The Housing Benefit landscape has fundamentally changed following the completion of migration to Universal Credit. Whilst HB caseloads continue to reduce, historic overpayment debt remains recoverable and represents a valuable financial asset to the Council.

3.2 The Council's strategic challenge is no longer managing migration itself but ensuring that legacy debts remain recoverable despite the reduction in traditional recovery routes through ongoing HB entitlement.

3.3 At the same time, increasing financial pressures on households require a balanced approach which combines robust recovery with targeted support, financial inclusion and early intervention.

Housing Benefit Debt Recovery

3.4 Housing Benefit overpayments arise when benefit has been paid more than the entitlement. Effective identification and recovery are important because:

- they protect public funds;
- they reduce subsidy losses;
- they strengthen financial resilience;
- they support effective governance and audit assurance.

3.5 Whilst some overpayments are unavoidable, the Council seeks to minimise their occurrence through preventative activity, data matching initiatives, and quality assurance arrangements.

3.6 Early intervention is critical. The sooner changes in circumstances are identified and processed, the lower the financial risk to both residents and the Council. Early identification reduces subsidy loss, prevents debts escalating and helps residents avoid unaffordable repayment burdens.

Housing Benefit Subsidy

3.7 The Council receives subsidy from the Department for Work and Pensions (DWP) for Housing Benefit expenditure. However, claimant error overpayments can create a financial cost to the Council unless effective recovery action is taken.

3.8 Consequently, successful debt recovery not only returns money that has been overpaid but also helps mitigate subsidy losses and supports the Council's Medium-Term Financial Strategy.

Tackling fraud and error in the Benefits system

3.9 The effective management of fraud and error remains a strategic priority for the Council. Incorrect Housing Benefit payments can result in financial loss, subsidy penalties and increased levels of recoverable debt. As Housing Benefit caseloads continue to reduce, it becomes increasingly important that remaining claims are administered accurately and that overpayments are identified promptly.

3.10 The Council adopts a preventative approach, supported by robust verification processes, data matching exercises, quality assurance arrangements and partnership working with the Department for Work and Pensions (DWP). These measures help ensure claims are assessed correctly, changes in circumstances are identified at the earliest opportunity and any emerging risks are addressed promptly.

3.11 The Council participates in a range of national initiatives, including the Housing Benefit Matching Service (HBMS), National Fraud Initiative (NFI) and Housing Benefit Award Accuracy Programme, which use data analytics and intelligence-led interventions to identify potential fraud, error and inaccuracies within the benefits system. Suspected cases of benefit fraud are referred to the DWP's Single Fraud Investigation Service (SFIS) for investigation where appropriate.

3.12 Alongside these initiatives, regular quality assurance reviews and staff training programmes support continuous improvement, helping to maintain high standards of accuracy, minimise subsidy loss and protect public funds. The Council also promotes early reporting of changes in circumstances through a range of communication channels, reducing the risk of overpayments arising in the first instance.

3.13 This combined approach supports good financial governance, strengthens assurance arrangements and contributes to the Council's objective of maintaining a financially resilient and well managed Benefits Service.

Approach to Debt Recovery and Financial Inclusion

3.14 The Council's approach is to maximise recovery whilst ensuring residents receive appropriate support. Debt recovery is therefore closely aligned to the wider Financial Inclusion Strategy.

3.15 Through the LIFT platform, targeted interventions and partnership working with Citizens Advice, the Council seeks to:

- maximise household income;
- identify vulnerability at an early stage;
- support sustainable repayment arrangements;
- reduce financial hardship; and
- improve overall collection performance.

3.16 This approach recognises that effective recovery is often achieved through early support and engagement rather than enforcement activity alone.

Current position

3.17 As at 31 March 2026, outstanding Housing Benefit overpayment debt totalled £880,312 across the Council's recovery systems. The largest proportion (£690,952) is managed through the Sundry Debtor process, reflecting the continued reduction in Housing Benefit caseloads following the transition to Universal Credit. The key highlights are shown below, and full financial details can be seen at appendix A of this report.

- Outstanding debt: **£880,312**
- Recovery rate: **31.26%**
- Debt recovered: **£324,809**
- Debt written off: **£36,941**
- North Norfolk remains one of the strongest performing Norfolk authorities for Housing Benefit debt recovery.

4. Proposals and Options

4.1 In light of the completion of the Universal Credit migration programme and the continuing requirement to manage and recover legacy Housing Benefit debt, the Council must ensure that its recovery arrangements remain effective, proportionate and aligned with its wider financial inclusion objectives. The following options have been considered.

4.2 **Continue current strategic approach**

Continue to recover Housing Benefit overpayments using existing legislative powers, Council policies and recovery procedures, supported by data-led interventions, financial inclusion activity and partnership working. This approach provides a balanced framework which seeks to maximise recovery whilst supporting residents experiencing financial hardship.

4.3 Key benefits include:

- Continued protection of Council income.
- Effective management of legacy Housing Benefit debt.
- Alignment with the Council's Financial Inclusion Strategy.
- Support for vulnerable households through affordable repayment arrangements and debt advice.
- Ongoing use of data and intelligence to target recovery activity and improve performance.

4.4 **Expand Recovery Activity**

Increase the use of external recovery methods, including Enforcement Agents and High Court Enforcement, where appropriate and proportionate. This option may improve recovery outcomes for some categories of debt but could result in additional costs and may have a greater impact on financially vulnerable residents.

5. Strategic Priorities for 2026/27

5.1 In response to the changing Housing Benefit landscape and the ongoing challenges associated with recovering legacy Housing Benefit debt, the Council's strategic priorities are to protect income, strengthen financial resilience and ensure debt recovery remains fair, proportionate and effective.

5.2 **Protect Council Income**
The Council will continue to maximise recovery of outstanding Housing Benefit overpayments, with a particular focus on legacy debt following the transition to Universal Credit. This will help mitigate subsidy losses, improve collection rates and support the Council's Medium-Term Financial Strategy.

5.3 **Use Intelligence and Data Effectively**
The Council will further develop its use of data and intelligence, including the Low Income Family Tracker (LIFT), to identify households with multiple debts, better understand financial vulnerability and support earlier intervention. This will enable resources to be targeted where they can have the greatest impact on both recovery outcomes and resident wellbeing.

5.4 **Strengthen Financial Inclusion**
Recognising that sustainable debt recovery is often linked to a household's financial circumstances, the Council will continue to maximise household income through benefit take-up campaigns, targeted financial inclusion activity and access to debt advice and support. This approach seeks to improve financial resilience and reduce future indebtedness.

5.5 **Enhance Recovery Arrangements**
The Council will continue to review and strengthen recovery methods to ensure all appropriate options are available when recovering outstanding debt. This includes exploring additional external recovery routes where appropriate, whilst maintaining a fair, consistent and proportionate approach to enforcement.

5.6 **Support Vulnerable Residents**
The Council is committed to balancing effective debt recovery with support for residents experiencing financial hardship or vulnerability. Recovery activity will continue to take account of affordability and individual circumstances, with an emphasis on sustainable repayment solutions and early intervention to prevent escalation of debt.

6. Corporate Priorities

6.1 This report supports the Corporate Plan priority of A Strong, Responsible and Accountable Council by demonstrating effective management of public funds, strong financial management and appropriate governance arrangements for the recovery of Housing Benefit overpayments.

6.2 Effective recovery of Housing Benefit overpayments contributes to the Council's financial sustainability by maximising income, reducing financial losses and ensuring that resources are used efficiently to support the delivery of Council services. The report also supports the Council's commitment to making best use of its resources.

6.3 The Council is committed to delivering an efficient and effective Benefits Service that provides value for money, supports residents and maintains high standards of governance and accountability. Through continuous service improvement, data led decision making and partnership working, the Council seeks to improve outcomes for residents whilst safeguarding public funds and supporting its wider corporate objectives.

7. Financial and Resource Implications

7.1 The recovery of Housing Benefit overpayments contributes to the Council's overall financial position by maximising income, reducing subsidy losses and ensuring that public funds are managed effectively. The report provides assurance that appropriate arrangements are in place to manage and recover outstanding debt.

7.2 The Council maintains a Bad Debt Provision to reflect the potential level of debt that may ultimately prove irrecoverable. This provision is reviewed periodically as part of the Council's financial management arrangements to ensure it remains appropriate and adequately funded.

7.3 Housing Benefit overpayment write-offs totalling £36,941 were approved during 2025/26 in accordance with the Council's policies and delegated authority arrangements. These write-offs can be accommodated within the existing Bad Debt Provision and ensure that the Council's accounts reflect a realistic recoverable debt position.

7.4 The completion of the migration from Housing Benefit to Universal Credit has changed the way overpayments are recovered. As the Housing Benefit caseload continues to reduce, a greater proportion of debt will be managed through sundry debtor recovery processes, requiring continued focus on effective debt management arrangements and income collection performance.

7.5 The Council continues to invest in data-led approaches to debt recovery and financial inclusion, including the Low Income Family Tracker (LIFT) Dashboard. This investment supports improved targeting of recovery activity, identification of financial vulnerability and income maximisation opportunities for residents. Current costs are funded through Department for Work and Pensions Burdens funding.

7.6 Any future proposals to increase resources or introduce additional recovery mechanisms would be subject to separate consideration through the Council's budget setting and business planning processes.

Comments from the S151 Officer:

Compliance with government standards and recovery targets are an important mitigation to financial risk. The high performance described in this report ensure continuing financial support in recovering Housing Benefit overpayments.

8. Legal Implications

8.1 The Council has a statutory responsibility to administer and recover Housing Benefit overpayments in accordance with relevant legislation, including the Social Security Administration Act 1992 and the Housing Benefit Regulations 2006. These regulations provide the legal framework for determining recoverable overpayments and the methods available for recovery.

8.2 Outstanding Housing Benefit overpayments represent a financial asset of the Council. Effective debt recovery arrangements are therefore important in protecting public funds, minimising financial loss and supporting the Council's wider financial sustainability objectives. Decisions not to pursue recovery are only made following appropriate consideration and in accordance with approved policies and delegated authority arrangements.

8.3 The Council seeks to recover debts using a proportionate and graduated approach, balancing recovery activity with individual circumstances and affordability considerations. Where appropriate, and after all reasonable recovery options have been explored, legal action may be considered to protect the Council's financial interests and ensure consistent application of debt recovery policies.

8.4 Early engagement, constructive dialogue and access to advice and support remain key elements of the Council's approach to debt recovery. This supports sustainable repayment arrangements, helps prevent escalation of debt and contributes to improved outcomes for residents and the Council.

8.5 Recovery activity is undertaken in accordance with the Council's Corporate Debt Management and Recovery Policy, Debt Write-Off Policy and Housing Benefit Overpayment Policy, ensuring a consistent, transparent and legally compliant approach to debt management.

8.6 Decisions relating to the write-off of Housing Benefit overpayments are made in accordance with the Council's Financial Regulations and approved delegation arrangements, ensuring appropriate governance, accountability and stewardship of public funds.

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 deals with recovery and write off arrangements. No significant governance issues are raised.

9. Risks

9.1 **Financial Risk**

The Council currently has over £880,000 of outstanding Housing Benefit overpayment debt across its recovery systems. Failure to recover this debt would have a direct impact on Council finances and subsidy recovery.

9.2 **Legacy Debt Risk**

The completion of Universal Credit migration has reduced opportunities to recover debt directly from ongoing Housing Benefit awards, increasing reliance on alternative recovery methods.

9.3 **Economic Risk**

Cost of living pressures and increasing household indebtedness reduce residents' ability to meet repayment obligations and may extend recovery timescales.

9.4 **Capacity Risk**

Increased service demands, welfare reforms and changing claimant needs continue to place pressure on resources, requiring ongoing focus on efficiency and prioritisation.

10. Net Zero Target

10.1 There are no significant direct implications for the Council's Net Zero ambitions arising from this report. The recommendations relate primarily to the management and recovery of Housing Benefit overpayment debt and do not involve activities that are expected to have a material impact on carbon emissions.

10.2 The Council will continue to promote digital engagement and online self-service options where appropriate, reducing reliance on printed correspondence and supporting more efficient service delivery. This may contribute to a reduction in paper consumption, postage requirements and associated carbon emissions.

10.3 The proposed use of data-led interventions, partnership working and early engagement approaches supports efficient use of resources and may reduce the need for more resource-intensive recovery activity. Whilst any environmental impact is expected to be indirect and limited, these approaches are consistent with the Council's wider commitment to sustainable and efficient service delivery.

11. Equality, Diversity, and inclusion

11.1 The Council recognises that debt can have a significant impact on individuals and families, particularly those experiencing financial hardship or vulnerability. The Corporate Debt Recovery Policy and Housing Benefit Overpayment Policy are designed to support a fair, balanced and proportionate approach to recovery, ensuring residents are treated consistently whilst being provided with reasonable opportunities and support to meet their repayment obligations.

11.2 The Council's wider Financial Inclusion approach supports residents in improving their financial resilience and reducing the risk of ongoing indebtedness. Through targeted interventions, the use of the Low Income Family Tracker (LIFT) Dashboard, and partnership working with Citizens Advice, the Council can identify and support households who may be vulnerable or disproportionately impacted by financial pressures, including those with protected characteristics.

11.3 Equality considerations are embedded within the Council's debt management and write-off processes. Decisions are made on a case by case basis, taking account of individual circumstances, vulnerability, affordability and the likelihood of recovery. Before any debt is considered for write-off, the Council will ensure all reasonable recovery options have been explored. This approach promotes fairness, consistency and compliance with the Council's equality obligations while ensuring appropriate stewardship of public funds.

12. Community Safety issues

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

13. Conclusions and recommendations

13.1 Housing Benefit caseloads continue to reduce following the transition to Universal Credit; however, the Council retains a substantial legacy debt portfolio that requires active management.

13.2 Performance during 2025/26 remained strong, with recovery rates above levels generally regarded by the DWP as good performance. The Council must now focus on managing the longer-term impact of reduced HB caseloads, changing recovery pathways, and increasing financial hardship across households.

13.3 Through a combination of effective debt management, financial inclusion activity, intelligence led interventions and partnership working, the Council is well positioned to maximise recovery whilst continuing to support residents experiencing financial difficulty.

13.4 Approval of this report provides assurance that appropriate governance, recovery arrangements and strategic priorities are in place to safeguard public funds and support the Council's financial resilience.

Appendix A

A1. Purpose

A1.1 This appendix provides supporting information on the Council's Housing Benefit overpayment debt portfolio, recovery performance and debt write-offs for 2025/26. It should be read alongside the main report and is intended to provide Members with additional operational and benchmarking information.

A2. Outstanding Housing Benefit Debt Position

A2.1 As at 31 March 2026, the Council held £880,312 of outstanding Housing Benefit overpayment debt across its recovery systems. Most of the debt is now managed through the Sundry Debtor process, reflecting the continuing reduction in Housing Benefit caseloads following the transition to Universal Credit.

System	Amount of HB overpayment outstanding
Open Revenues – Recovery via ongoing HB	£150,850.37
Open Revenues – Sundry Debtor	£690,951.81
Civica Financials – Sundry Debtor	£38,509.92
Total debt to collect across all systems	**£880,312.10**

A3. Housing Benefit Recovery Performance

A3.1 Recovery performance remained strong throughout 2025/26, with the Council achieving a recovery rate of 31.26%, exceeding the level generally regarded by the Department for Work and Pensions as strong performance.

A3.2 The table below shows in-year recovery activity for Housing Benefit debt recorded on the Open Revenues – Sundry Debtor system. The data is taken from Civica Financial Controls reporting. It should not be used to reconcile the end-of-year debt position with the start-of-year financial position, as it excludes cases where invoices have been cancelled and the debt has instead been recovered from ongoing Housing Benefit payments.

HB Debt Recoveries performance			
	FYE 2023/24 (£)	**FYE 2024/25 (£)**	**FYE 2025/26 (£)**
Overpayment outstanding at the start of year (1st April)	660,752	707,598	660,116
Overpayments identified throughout the year	336,405	217,056	415,920.90
Overpayments recovered throughout the year	274,773	257,775	324,808.76
O/p written off	16,304	37,160	36,941.38
% recovery against total debt	29.04%	31.38%	31.26%

A4. Benchmarking Performance

A4.1 The Department for Work and Pensions (DWP) publishes comparative Housing Benefit Debt Recovery statistics for local authorities twice yearly, based on the Housing Benefit Debt Recovery (HBDR) returns submitted by councils each quarter.

A4.2 North Norfolk's Housing Benefit debt recovery performance is reviewed regularly through quarterly performance meetings with the DWP Local Authority Performance Team. The DWP has advised that the Council's performance remains comparatively strong, with recovery rates between 28% and 30% generally regarded as good performance.

A4.3 The Council achieved an overall recovery rate of 31.26% in 2025/26, maintaining performance above the level regarded by the DWP as strong. At the end of 2025/26, the Council had £690,951.82 of Housing Benefit overpayment debt being recovered through the Sundry Debtor system.

A4.4 Comparative benchmarking demonstrates that North Norfolk continues to perform strongly against other Norfolk authorities. Available national data for Q1 and Q2 2025 shows that the Council:

- Achieved the third highest recovery rate for Housing Benefit overpayments across Norfolk authorities.
- Achieved the second highest performance for identifying Housing Benefit overpayments through proactive intervention and data-matching activity.
- Maintained one of the lowest levels of outstanding Housing Benefit debt in Norfolk.

A4.5 The Council only administers Rent Allowance (private sector) Housing Benefit overpayments, as it does not hold housing stock and therefore has no Rent Rebate overpayments. Due to the publication timetable for national statistics, the most recent comparative data available at the time of writing relates to Q2 2025.

A4.6 The benchmarking information below demonstrates the Council's strong performance in relation to overpayment recovery, overpayment identification and the management of outstanding debt when compared with neighbouring authorities.

Housing Benefit Debt Recoveries Data: April 2025 to September 2025 (Quarter 1 to Quarter 2 FYE 2026)
Total value of HB overpayments recovered during the quarter (£ thousands)

			Q1			Q2		
			Rent Rebate	Rent Allowance	Total	Rent Rebate	Rent Allowance	Total
E10000020	**Norfolk**							
E07000143		Breckland	-	280	280	-	181	181
E07000144		Broadland	-	48	48	-	51	51
E07000145		Great Yarmouth	17	38	55	22	38	60
E07000146		King's Lynn and West Norfolk	*	*	86	*	*	60
E07000147		North Norfolk	-	190	190	-	155	155
E07000148		Norwich	91	131	222	89	119	208
E07000149		South Norfolk	1	56	57	1	35	36

Housing Benefit Debt Recoveries Data: April 2025 to September 2025 (Quarter 1 to Quarter 2 FYE 2026)
Total value of HB overpayments identified during the quarter (£ thousands)

			Q1			Q2		
			Rent Rebate	Rent Allowance	Total	Rent Rebate	Rent Allowance	Total
E10000020	**Norfolk**							
E07000143		Breckland	-	233	233	-	136	136
E07000144		Broadland	-	72	72	-	46	46
E07000145		Great Yarmouth	34	21	55	21	15	37
E07000146		King's Lynn and West Norfolk	*	*	55	*	*	109
E07000147		North Norfolk	-	268	268	-	209	209
E07000148		Norwich	100	113	213	167	152	319
E07000149		South Norfolk	4	49	53	2	26	28

Housing Benefit Debt Recoveries Data: April 2025 to September 2025 (Quarter 1 to Quarter 2 FYE 2026)
Total value of HB overpayments outstanding at the start of the quarter (£ thousands)

			Q1			Q2		
			Rent Rebate	Rent Allowance	Total	Rent Rebate	Rent Allowance	Total
E10000020	**Norfolk**							
E07000143		Breckland	-	1,806	1,806	-	1,737	1,737
E07000144		Broadland	-	1,058	1,058	-	1,067	1,067
E07000145		Great Yarmouth	212	659	871	245	662	906
E07000146		King's Lynn and West Norfolk	*	*	1,488	*	*	1,417
E07000147		North Norfolk	-	924	924	-	990	990
E07000148		Norwich	1,948	1,941	3,889	1,901	1,903	3,804
E07000149		South Norfolk	6	753	759	7	730	737

A5. Debt Write-Offs

A5.1 Housing Benefit overpayments are only written off following consideration in accordance with the Corporate Debt Write-Off Policy and Housing Benefit Overpayment Policy. Write-offs are approved where recovery is no longer considered possible, proportionate or cost-effective.

A5.2 The Council maintains a bad debt provision of £439,495.25 for Housing Benefit overpayments.

Write off reason	Number of cases	Amount of debt written-off (£)
Bankrupt	38	4,553.60
Outside of jurisdiction	37	16,825.21
Deceased – no estate	28	9,292.88
Debt remitted by court	1	181.17
Debt disputed	2	3,310.37
Debtor absconded	1	587.68
Of ill health	2	1,479.90
Undue Hardship	1	308.52
Uneconomical to recover	19	402.05
Total	**129**	**36,941.38**

A6. Summary

A6.1 The Council continues to maintain strong Housing Benefit debt recovery performance whilst managing a significant legacy debt portfolio following the transition to Universal Credit. During 2025/26:

- Outstanding debt across all systems totalled £880,312.
- £324,809 Housing Benefit debt was recovered.
- Recovery of performance of Housing Benefit debt remained above 31%.
- Write-offs for Housing Benefit debt totalled £36,941 and remain fully covered by the Council's bad debt provision.
- Benchmarking indicates that North Norfolk remains one of the stronger performing authorities in Norfolk for Housing Benefit overpayment recovery.

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Housing Benefit Overpayment Recovery Policy

VERSION NUMBER	DATE
3.0	01.06.2026

1. Introduction

1.1 The Council has a duty to recover outstanding debts in compliance with the Housing Benefit Regulations 2006, Housing Benefit (Decision Making and Appeals) Regulations 2012, and the Social Security Administration Act 1992, alongside the Department for Work and Pensions Overpayment Recovery best practice.

1.2 Whilst doing so we must ensure that our processes are fair to everyone having regard for the rights of individuals and obligations of the council under the provisions of the Human Rights Act 1998.

1.3 The Housing Benefit Overpayment Recovery Policy ensures we minimise debt and maximise rates of collection, are consistent in our approach and ensures that we assist customers who experience financial difficulty.

2. The principles of good practice

2.1 There are a variety of reasons why debt is created. Putting effective processes in place; invoicing accurately and speedily, ensures that debts raised are correct and do not discourage timely payment.

2.2 Customers fail to make payments for a variety of reasons. Categorising debts into ‘Can’t pay’ / ‘Won’t pay’ can ensure targeted recovery methods are utilised. Where people genuinely have difficulty maintaining their payments; the council will make every effort to help.

2.3 Others may deliberately set out to delay or not make payments at all. In these situations, the council will take action to secure and recover payments.

2.4 The council will follow the principles of good practice set out below:

- Accurate and prompt invoicing
- Promote Direct Debit for arrangements as the default method of repayment with a range of other payment options for customers without a bank account
- Provide advice on ways to reduce household bills and maximise income
- Consider special payment arrangements for those customers experiencing financial difficulties
- Keep customers informed
- Take appropriate recovery action in a timely manner
- Multiple debt management - where the Council is aware of more than one debt owing to the Council
- Review and write off debt where appropriate

3. *Policy Objectives*

3.1 This policy is effective from 1st April 2026 and supersedes the Housing Benefit Overpayment Policy (V2.0) 2025.

3.2 The key objective of this policy is to ensure that we do all that we can to maximise income for the provision of services in the district whilst supporting people in financial difficulty, protecting residents who are at risk or vulnerable and ensuring that we are collecting payment from those that are able to pay.

3.3 The main principles that the council must adhere to achieve the objectives of the policy would be to:

- Process changes in circumstances quickly to minimise the overpayment.
- Identify overpayments promptly by reviewing entitlement regularly and using third party data to cross reference against i.e. HMRC and DWP.
- Calculate, classify and record overpayments accurately and correctly to ensure that the correct amount of subsidy is claimed.
- Determine whether overpayments are recoverable quickly.
- Pursue recovery of the overpayment using the most effective and efficient method.
- Ensure that effective financial control is kept over the whole of the overpayment process.
- Notify affected parties promptly of their overpayment.
- Pursue recovery by the most appropriate method.
- Set targets and monitor performance.

3.4 The council will recognise that causes of debt vary and recovery methods should be focused accordingly. Debt will be categorised and methods of recovery focused by type, with debtors identified either as 'Can't Pay' or Won't Pay':

- Can't Pay – will receive appropriate assistance and support through debt management and benefit advice, helped to make and adhere to payment arrangements and understand options to minimise costs in the future.
- Won't Pay - appropriate tools of recovery will be focused on debt collection depending on individuals' circumstances and the assets or income they have.

3.5 The council will ensure that debts are managed in accordance with legislative provisions and best practice to:

- Protect the council's reputation by demonstrating a commitment to adhering to regulations.
- Help provide a quality and value for money service to our customers.
- Deter fraud and error.
- Meet internal and external audit requirements and are being adhered to.
- Ensure that performance targets are continuously monitored, and continuous improvement is sought.
- Ensure support of the Council's vision and emerging corporate plan.

3.6 This policy should be applied to all cases where an overpayment of benefit may occur and against all identified recoverable overpayments.

3.7 This policy should be read in conjunction with the DWP Benefit Overpayment recovery guide [Benefit overpayment recovery guide - GOV.UK]

4. Identification of Housing Benefit Overpayments

4.1 An overpayment of Housing Benefit is an amount which has been paid to which there is no entitlement under Housing Benefit Regulations. Overpayments are generally created through a change in the claimants' circumstances.

4.2 In most cases overpayments can arise in consequence of:

- Late disclosures of change in circumstances.
- Errors made by the claimant in completing the application form or subsequent review form.
- Claimant fraud.
- Official errors made by the council or other Statutory Benefits Departments such as the DWP.

4.3 The authority aims to encourage claimants to notify us of changes in their circumstances immediately through various publicity methods such as notification letters, display boards, website and social media.

4.4 The authority will continue to use data available for cross referencing purposes to find fraud and error in the system. The data is available from third parties such as Department for Work and Pensions (DWP), HMRC, and National Fraud Initiative (NFI).

5. Prevention of Housing Benefit Overpayments

5.1 All overpayments must be identified and actioned as soon as possible by acting on reported changes promptly, keeping levels of outstanding work to a minimum, and suspending payments to prevent further payments being issued.

5.2 Minimising fraud and error is a key objective. This will be achieved by taking the following measures:

- Continuing to verify the claimant's income and identity.
- Continuing with daily Quality Assurance checks against all Benefit Officer's.
- Continuing with risk based Quality Assurance checks.
- Periodically reviewing entitlement to Housing Benefit through the Housing Benefit Award Accuracy initiative.
- Delivery of continual staff training to ensure staff knowledge is up to date.
- Advise claimants and landlords of the requirement to report changes in circumstances promptly.
- Monitoring of overpayment levels through the subsidy claim.

6. Classification of Overpayments

6.1 On identification, all overpayments are categorised into specific types to record reasons for the overpayment occurring and for subsidy purposes.

6.2 Overpayments of benefit are mainly classified as claimant error, Local Authority error, DWP error, and fraud (if prosecuted or an administrative penalty is accepted).

For example:

Claimant error

- Mistake by the claimant in completion of a claim form.
- Claimant delay in reporting a change in their circumstances.
- Deliberate fraud by the claimant for failing to disclose a material fact or deliberate misrepresentation).

Local Authority error

- Mistake made by the council
- Delay in processing a reported change in circumstance.

6.3 To classify the overpayment correctly, the Benefit Officer must determine:

- The cause of the overpayment.
- The period and amount of the overpayment.
- Whether or not the overpayment is recoverable.
- Whether or not recovery should be sought.
- From whom recovery should be sought.

6.4 The classification of an overpayment is checked by the Quality Assurance & Subsidy team throughout the year to support the council's Subsidy Claim, which is submitted to the Department for Work and Pensions mid-year and at the end of each financial year.

6.5 Where an error is identified against the classification of an overpayment, this can be revised by the Benefit Officer if the overpayment classification needs to be amended. Where the overpayment classification needs amending in part, this can be corrected by a Benefits Team Leader or a Quality Assurance & Subsidy Officer.

7. Calculation and notification of overpayments

7.1 When an overpayment or excess payment is identified the claimant is notified in writing and given the following information:

- The reason for the overpayment/excess payment
- The amount
- The benefit period covered
- The method of recovery
- Their right of appeal

7.2 Where an overpayment is identified the Council will invite claimants to provide sufficient information to establish any underlying benefit entitlement. This will allow for the overpayment to be netted down against their true entitlement, as though the relevant changes been notified to the council at the time they occurred.

7.3 The Council will endeavour to carry out the calculation of the overpayment within 14 days of its receipt of any written notice of change and any further information that is reasonably required for the correct administration of the overpayments procedure as is required by regulations.

8. Who should the overpayment be recovered from?

8.1 All overpayments are recoverable, but the council can use its discretion to not pursue an overpayment. Where an overpayment is deemed to be recoverable, it is in the interest of the council and the claimant to act quickly. It will be much more difficult attempting recovery from a claimant who has moved and left no forwarding address; and from a claimant's point of view, they can make a better provision for repayment if they are informed as soon as possible after it has arisen.

8.2 Before recover action is undertaken, in each case consideration should be awarded to the relevant facts of the individual case. This may mean that further specific information will need to be obtained from affected parties prior to a decision being made. Recovery should be made from the most appropriate person who may be:

a) The claimant, or
b) The person to whom the payment was made, or
c) The person who misrepresented the material fact or failed to disclose the fact or
d) The partner of the claimant. However, regulations provide that this can only be the case where the partner was living as a member of the claimant's family at the time of the overpayment and at the time of the decision being made in respect of recovery.

8.3 Recovery of fraudulent overpayments should, in the first instance, be sought from the person who misrepresented or failed to disclose material facts giving rise to the overpayment. In some circumstances, this may be someone different to whom received the payment of Housing Benefit.

9. Supporting Vulnerable People

9.1 The Council recognises that some members of the community may be more vulnerable and, therefore, may require additional support in dealing with their financial affairs. Vulnerability does not mean that a person will not be required to pay amounts they are legally obliged to pay.

9.2 The Council will identify and assist those who face difficulties in paying at an early stage and to actively encourage them to contact us at the earliest stage.

9.3 Where a person is recognised to be vulnerable consideration should be given to:

- Allowing longer to pay
- Postponing enforcement action
- Assisting the person to claim benefits, discounts or other financial support

- Supporting people to access sources of independent advice
- Providing information in an accessible format
- A temporary payment arrangement with lower repayment than would normally be agreed
- Where appropriate engagement with third parties to assist the debtor with their financial affairs
- Returning debt to North Norfolk District Council if the debt has been pursued by the Enforcement Agent.

9.4 The Council will also recognise that some customers who have an overpayment of Housing Benefit, will often have multiple debts and often experience a spiral of debt that affects the whole family and life quality and becomes a way of life. All staff dealing with families in difficult circumstances must be cognizant of this and recognise the effect being in debt has.

9.5 The council will optimise its partnership working the Citizens Advice and its internal Early Help & Prevention team to ensure people in genuine financial difficulty are supported to claim any benefits they are entitled to and where appropriate are signposted towards free debt advice.

9.6 The cause of vulnerability may be temporary or may be permanent in nature and the degree of vulnerability will vary widely. In some circumstances it will be appropriate to liaise with or seek further advice from other agencies that may be involved in working with the customer.

10. Methods of recovery

10.1 There are various methods available to recover outstanding debts that are mentioned in this policy. This Council supports fair debt collection and recovery practices.

10.2 Appropriate means of recovery should be considered in all cases under Regulation 102 of the Housing Benefit Regulations 2006.

10.3 Where the customer has an ongoing entitlement to Housing Benefit, recovery action will commence by making deductions from the **ongoing housing benefit payments**. The Regulation prescribes the maximum weekly deduction that can be made to recover an overpayment from ongoing entitlement. There are prescribed rates of deduction depending on whether the overpayment has arisen because of fraud or not. These rates may be uprated annually by the Department for Work and Pensions on the 1st April. A minimum of 50p per week must be left in payment.

10.4 Where there is no ongoing entitlement to Housing Benefit an **invoice** will be raised and sent to the debtor. Invoices will be raised for overpayments of £25 or more. The credit terms are 28 days from the date of the invoice. If after a further 14 days the account is unpaid, the account will move into recovery and one of the following recovery methods will commence.

10.5 The first principle will be to seek payment in full. Where the debtor can show that this is unaffordable, then instalments will be negotiated under a **Special Arrangement**. An income and expenditure form will be completed to prove the arrangement is affordable.

10.6 **Deductions from other DWP benefits**. Where there is no ongoing entitlement to Housing Benefit recovery can be sought from an attachment of other DWP welfare benefits through the Payment Deduction Programme. This is the electronic method of requesting an attachment of benefit.

10.7 **Deductions from housing benefit payments made by other local authorities.** If a debtor has moved to another Council area and is in receipt of Housing Benefit there, a letter can be sent to the Authority requesting that they make deductions from the claimants ongoing benefit entitlement at the suitable rate. The Housing Benefit overpayment would be passed across to an invoice to create an account for payments to be credited to NNDC.

10.8 **Direct Earnings Attachment**. The Welfare Reform Act 2012 allows NNDC to ask employers to make deductions from the employees pay. The deduction is based on the level of earnings. An attachment cannot be made if the debtor is working for a small company or if they are self-employed.

10.9 **Collection of Overpayments from Landlords**. Where the claimant is no longer entitled to Housing Benefit, the overpayment will be sought from the landlord where they have failed to report a material change which they would have reasonably expected to realise had occurred. The overpayment will be invoiced. Where the landlord fails to settle the account, the overpayment will be recovered directly from future Housing Benefit payments for other tenants. The tenants are protected, and the deduction counts as their rent payment. This is referred to as Blameless Tenant recovery.

10.10 **Enforcement Agent**. Where an invoice has been raised, and the payment has not been received the debt can be passed to an Enforcement Agent to collect.

10.11 **County Court Judgement.** Where an invoice has been raised and a reminder issued, and non-payment of the debt continues the debt can be passed to legal services for action in the County Court via a County Court Judgement. A Claim Letter will be sent to the debtor first as a pre-warning that County Court action will take place. This gives the debtor a further opportunity to dispute the debt or advise the authority that they are seeking financial assistance.

10.12 **Recovery action (Post County Court Judgement).** The overpayment is registered as a judgement of the court. Unpaid debts can be recovered by several enforcement methods – warrant of execution, attachment of earnings, third party debt order, charging order, bankruptcy or High Court Enforcement (see 10.13 below).

10.13 **Housing Benefit Debt Service (HBDS).** This is administered by the DWP and allows us to retrieve debtor's employment, self-employment, private pension information and address details directly from the HMRC.

10.14 **High Court Enforcement**. This is where a Writ of Execution (a cost to NNDC of £66 if not successful) will be obtained from the High Court authorising a High Court Enforcement Officer to recover the amount owed by the debtor or take sufficient goods to be sold at auction to raise what is owed. The Enforcement Agent will not raise or charge any costs or fees more than the costs and fees allowed under the regulations in force as shown in the table in 10.14.

10.15 Schedule of Enforcement Fees (other than under a High Court Writ).

Fee Stage	Fixed Fee	Percentage fee (regulation 7): % of sum to be recovered exceeding £1000
Compliance stage	£75.00	0%
First enforcement stage	£190.00	7.5%
Second enforcement stage	£495.00	0%
Sale or disposal stage	£525.00	7.5%

The above figures are not including VAT.

10.16 **Recovery from an estate**. Where the case involves the death of a claimant, the deceased's representative or executor should be approached to seek recovery from the estate. However, the overpayment should not be recovered from ongoing benefit deductions from the surviving spouse.

10.17 **Excess Council Tax Support** will be added back onto the Council Tax account and collected in accordance with the Council Tax recovery Regulations.

10.18 The Council will determine the most appropriate option for recovery of the debt.

10.19 Recovery action will commence after taking into consideration the claimant's eligibility to underlying entitlement or a new claim pending. This will allow for the claimant to provide further information or make any reapplication for housing benefit, thereby reducing any overpayment, in addition to allowing time for the affected persons to register any appeal rights that they may wish to enact, and or to reach a mutually acceptable arrangement for the recovery of the overpayment.

11. Multiple debt management

11.1 We will proactively check for multiple debts owed to the council, and we will work with colleagues in other service areas to ensure that creditors are not in competition.

11.2 Customer who have multiple debts will be encouraged to share with staff information relating to any debts owed outside of the council.

11.3 A solution will be identified to allow for the best outcome for the council and the customer.

12. Breathing Space

12.1 We recognise that households in debt may not always be able to resolve their financial problems easily or quickly. The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 came into force with effect from 4 May 2021 and ensures that we allow households the time to get independent financial help without fear of their debts increasing further, which can happen when recovery action is taken.

12.2 The scheme aims to help people in problem debt to better manage their finances, seek professional debt advice and reach sustainable solutions. When we are advised that people are working with a debt advice organisation to reach a sustainable solution to their debt, they will be protected from recovery action for up to 60 days. If the person is receiving mental health crisis treatment, then under the mental health crisis moratorium there are some stronger protections which last as long as a person's mental health crisis treatment, plus 30 days.

12.3 During the breathing space we will pause recovery action on any debts included in the breathing space and not contact the debtor to seek payment.

12.4 The Insolvency Service, which maintains the central electronic system that debt advisers use, will notify the Council when a person has entered a breathing space. The Council will process the notifications to implement the protections under the breathing space. The Council will also conduct a search of its records for any additional debt(s) owed to them by the debtor, as they may be eligible to be added to the breathing space.

13. Financial Inclusion

13.1 Promoting financial inclusion encompasses efforts to reduce poverty and reduce financial stress by: increasing benefit income; reducing levels of debt; providing better access to financial products; and increasing financial capability, i.e. the skills, knowledge, confidence and motivation to manage finances in the short and long term.

13.2 The Financial Inclusion team at North Norfolk District Council work with residents to build financial capability, both with basic financial tasks, such as budgeting, and helping them make the right financial decisions in the longer term. This choice reflects both our commitment to improve the lives of our communities and a commitment to greater organisational cost efficiency and effectiveness.

13.3 Financial inclusion work can help us become more cost efficient:

- Local Authorities constantly deal with the wider consequences of poverty.
- Financial inclusion interventions can increase the skills and motivation of staff, improving recruitment and retention.
- Developing financial inclusion work can improve responses to arrears, evictions and tenancy turnover, reducing the impact of homelessness in the district.
- It can support the delivery of related initiatives to increase employability, and resident engagement.
- Reduction to the number of households living in poverty, social exclusion and homelessness.

14. Insolvency

14.1 When a debtor becomes insolvent (i.e. formally unable to pay debts), this affects overpayment recovery in the following ways:

Insolvency Type	Effect on HB Debt
Bankruptcy	Debt is included in the bankruptcy estate; recovery must stop.
Debt Relief Order (DRO)	Debt is frozen for 12 months and written off if DRO completes.
Individual Voluntary Arrangement (IVA)	Recovery action must cease; partial payment may be received via the IVA.

14.2 When the council is informed of impending insolvency it will:
- Stop recovery immediately upon notification of insolvency.
- Submit a proof of debt to the Insolvency Practitioner where applicable.
- Monitor discharge status and update records (write off, suppress future recovery attempts).

14.3 Notably, fraudulent overpayments (overpayments caused by benefit fraud) are not always written off in bankruptcy — councils may still pursue them, though this is relatively rare.

15. Write-offs

15.1 The Council will make every effort to collect monies due, to maximise the resources it has available to provide good quality services to its community. However, it also recognised that there will be occasions when debts become irrecoverable and will need to be considered for write off in accordance with the **Councils Corporate Debt Write-Off Policy**.

15.2 In such circumstances prompt and regular write offs of such debts is good practice, as this allows for a correct calculation of bad debt provision each year and avoids wasting resources chasing debt where there is no realistic prospect of recovery.

15.3 The Council will seek to minimise the cost of write offs by taking all necessary action to recover what is due. All debts will be subject to full collection, recovery and legal proceedings as outlined in this policy.

15.4 Write off is only appropriate where:

- The invoice has been raised correctly and is due and owing.
- That every effort has been made to recover the debt, in the form of reminders and any other relevant recovery action undertaken.
- There is a justified reason why the debt should not be pursued further.

15.5 The definition of irrecoverable is a debt that will never be paid to the person owed, and is uncollectable for whatever reason, and should therefore be written off.

15.6 Whilst it is not possible to list every scenario which could make a debt suitable for write off, the most common circumstances where a debt may be written off have been categorised as follows:

Category	Requirement
De-minimus / Uneconomic to collect	Debts less than £25.00 would not be cost effective to pursue. Sundry Income Debts of £100 plus which have been returned from tracing agents and where legal costs will exceed the debt.
Debtor deceased - No Estate	Insufficient funds in estate to discharge debt.
Debtor absconded / Unable to Trace / Detained or Imprisonment *	All attempts to trace debtor have failed. Including tracing agent for debts over £25.00. Including long-term imprisonment (12 months) or more.
Debtor in bankruptcy or liquidation or other insolvency proceedings including Debt Relief Orders**	A claim against the debtor has been lodged with the administrators. No dividend is to be paid or the balance after the dividend is submitted.
Debt cannot be proved (conflict of evidence)	An explanation should be given as to why recovery cannot be made.

Ill Health & no means	Written evidence of one of the following criteria: 1. Terminal illness and limited means 2. Where payment would cause further ill health 3. Old age and frailty and no financial assistance 4. Severely mentally impaired and no financial assistance 5. Long term hospitalisation or residential care and no means to pay
Undue hardship and debt remaining following negotiated settlement.	Where the debtor can provide written evidence of genuine financial difficulty, showing evidence of inability to pay even small instalments, or that such payment will cause undue hardship.
Irrecoverable / Out of Jurisdiction***	The debtor has moved out of legal jurisdiction, or the debt has been returned null a bona and all other recovery avenues have failed.

*If a debtors whereabout become known after the write-off has been approved, then the debt should be written back on.

** If a dividend is subsequently paid, then the debt should be written back on.

*** If the debtor subsequently moves back into legal jurisdiction, then the debt should be written back on.

15.7 The Council will make all necessary attempts to trace any debtor that has absconded to ensure that payment is received. This will include checking internal and external sources of information and sharing information with other authorities and using tracing agents as appropriate. The timeliness of tracing, allowing time for the debtor to reappear will be considered before the debt is submitted for write off.

15.8 Appropriate records of all authorised write-offs will be maintained.

15.9 Authorisation levels are reflected in the Scheme of Delegation as detailed in the **Councils Corporate Debt Write-Off Policy.**

16. Credit Balances

16.1 Where an account has been overpaid or falls into credit for some other reason, with the agreement of the customer, the credit will be refunded or may be transferred to reduce another debt owed by the customer. All refunds will be repaid by electronic transfer to a UK bank account, and only by cheque in exceptional circumstances.

16.2 Whilst the customer’s permission may be required to transfer to another outstanding debt, every reasonable effort must be made not to refund the credit whilst other debt is outstanding.

17. *Appeals and disputes (Inhibits)*

17.1 If there is a dispute against a Housing Benefit overpayment after it has been invoiced, the Benefits Team must attempt to resolve the matter within 30 days of the dispute being registered.

17.2 Accounts will be placed on hold (an inhibit applied) for one month whilst the dispute is resolved.

17.3 Monthly monitoring of accounts will take place using reports produced by the Civica Debtors System. Reports will be investigated and stored for audit purposes.

17.4 Notations will be made on the Civica IT System of the reason why accounts have been inhibited from recovery.

18. *Performance and debt monitoring*

18.1 The Council recognises that prompt recovery action is essential for effective debt management and will:

- regularly monitor the level and age of its debt
- set clear targets for the recovery of debt
- have written recovery procedures
- assess recovery methods to ensure maximum returns
- regularly review irrecoverable debts for write-of

18.2 To ensure this policy achieves its objectives a range of indicators are in place to monitor performance against annual targets. Key indicators include:

Performance Measure	Comments (Including benchmarking)
Total overpayments raised	Helps understand trends and whether internal processes are generating preventable overpayments.
The amount of Housing Benefit (HB) recovered (£)	Core measure of recovery effectiveness; shows cash collected.
HB overpayments recovered as a percentage of the total amount of HB overpayment debt raised. *Overpayments recovered / Overpayments raised x 100*	Tracks efficiency of recovery efforts in proportion to debt created. DWP target.
Total value (£) of outstanding HB overpayment debt at period-end.	Indicates long-term burden; used to track backlog or legacy cases.
Portion of debt where the debtor has an agreed payment plan in place or other successful recovery method.	Shows proactive engagement and reduces enforcement risk.
Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	Important for financial forecasting and audit; high rates may indicate systemic issues.
% of Debt Recovered by Method. Break down by: Deductions from ongoing HB, Invoices/payment plans, DWP Debt Management , (DEA), Housing benefit offset, Enforcement (bailiffs, court)	This helps analyse what's working and where to invest effort.
Average number of days/weeks from overpayment identification to full recovery (or setup of recovery arrangement).	Efficiency and responsiveness.
Breakdown of debt by age (e.g., 0–6 months, 6–12 months, 1–2 years, 2+ years).	Shows how quickly overpayments are being addressed and where old debt is accumulating.

18.3 Performance monitoring will be discussed with the DWP Performance Development Team as part of the Council's regular performance meetings.

19. Roles and responsibilities

19.1 The Council will publish and promote its Housing Benefit Overpayment Policy and the steps taken to recover debt, so our customers understand the consequences of non-payments.

19.2 The Benefits Manager will ensure that:

a) Financial Regulations in relation to the collection of Housing Benefit overpayments are adhered to and this policy is correctly followed.

b) All officers proactively support the achievement of corporate targets for debt collection.

c) All officers are fully appraised of their responsibilities in collecting debt.

d) Relevant systems and procedures are put in place to achieve the above.

e) Staff involved in the debt collection process are appropriately trained.

20. Equality Statement

20.1 Whilst it is vital for the Council to maximise the income collected to deliver and invest in services, we also need to ensure that we are consistent and fair in our dealings with residents, regardless of race, disability, gender, gender orientation, religion or belief, or age.

20.2 By administering the policy we will assist in tackling poverty by offering the right advice to enable people to maximise their income and to help prevent the build-up of debt.

20.3 It will also allow us to engage with different groups and further assist specific people who may need community services or who are at risk of financial hardship.

20.4 When people get into arrears, we will:

- ensure that customers who are hard to reach, at risk or vulnerable have access to information and support to enable them to get help if they are in financial difficulty, so that they can start repaying their debts.
- ensure that as far as possible, payment arrangements reflect the ability to pay as well as the level of debt owed.
- expect Priority Debts to be given priority over other debts owed.
- work with recognised advice agencies and charities wherever possible to reach an acceptable arrangement for the recovery of the debt.
- ensure that Breathing Space legislation is adhered to, and recovery action is suspended in relevant cases.
- treat individuals consistently and fairly and in accordance with the Council's Equalities Strategy.

21. *Review of this policy*

21.1 The Council is committed to continuous improvement, and it is critical that new approaches and ways of working will be introduced. This policy will be reviewed annually to allow it to be updated and to take any service improvements or changes into account.

Officer Name	Version	Date Updated	Reason for update	Review Date
Trudi Grant	1.0	April 2023	New policy	1st April 2024
Trudi Grant	2.0	1st June 2025	Review of policy	1st April 2026
Trudi Grant	3.0	29th June 2026	Review of policy	1st April 2027

Statement of Licensing Policy 2026–2031	
Executive Summary	This report presents the revised Statement of Licensing Policy 2026–2031 for consideration and recommendation to Full Council. The policy has been updated to reflect the Licensing Act 2003, current statutory guidance, consultation feedback, operational learning and relevant legislative developments since the current policy was adopted in 2021. The revised policy provides a clearer, more accessible and legally robust framework for applicants, responsible authorities, residents, Members and officers. It strengthens decision-making by confirming that licensing functions must be exercised by reference to the four statutory licensing objectives and that any conditions or regulatory action must be necessary, proportionate and evidence-based. The Committee is asked to consider the revised policy, note the consultation undertaken and amendments made, and recommend the policy to Full Council for adoption.
Options considered	The principal option is to recommend adoption of the revised Statement of Licensing Policy 2026–2031, subject to any final minor amendments required for accuracy, formatting, accessibility or legal consistency. The alternative option is not to recommend adoption at this stage. This is not recommended, as the Council has a statutory duty to keep its Statement of Licensing Policy under review every 5 years and the current policy must be replaced to ensure continued compliance and legal defensibility.
Consultation(s)	A statutory consultation exercise has been undertaken in accordance with the Licensing Act 2003. Consultees included responsible authorities, licence holders, businesses, residents and other relevant stakeholders. Consultation responses have been reviewed, and amendments have been incorporated into the revised draft where appropriate. A summary of consultation responses and the Council's consideration is included at Appendix B.
Recommendations	That the Committee considers the revised Statement of Licensing Policy 2026–2031 and supporting appendices; notes the consultation undertaken and amendments made

	in response to feedback; recommends the revised Statement of Licensing Policy 2026–2031 to Full Council for adoption; and delegates authority to the Assistant Director of Environment and Leisure, in consultation with the Portfolio Holder and Chair of the Licensing Committee, to make any final minor amendments required for accuracy, formatting, accessibility or legal consistency before publication.
Reasons for recommendations	To ensure that the Council continues to meet its statutory duty under section 5 of the Licensing Act 2003 to prepare, publish and keep under review its Statement of Licensing Policy. The recommendation will also ensure the policy remains aligned with current statutory guidance, supports consistent and evidence-based decision-making, and provides a clearer and more accessible framework for applicants, residents, responsible authorities, Members and officers.
Background papers	Licensing Act 2003; statutory guidance issued under section 182 of the Licensing Act 2003; current Statement of Licensing Policy 2021–2026; draft Statement of Licensing Policy 2026–2031; consultation responses and summary of key changes.

Wards affected	All wards
Cabinet member(s)	Councillor Callum Ringer
Contact Officer	Environmental & Leisure Business Support Manager

Links to key documents:	
Corporate Plan:	The revised policy supports the Council's corporate priorities by promoting safe, inclusive and well-managed communities; supporting residents, businesses and visitors through clear and accessible regulation; and contributing to public protection, community safety and confidence in local places.

Medium Term Financial Strategy (MTFS)	The proposal has no direct additional financial impact and is not expected to create new budget pressures. It supports efficient service delivery by clarifying application requirements, fee handling, refunds and administrative cost recovery, which may assist with consistency and financial transparency.
Council Policies & Strategies	The revised policy links to the Council's Corporate Plan, Community Safety arrangements, Equality, Diversity and Inclusion commitments, Net Zero and Climate Emergency objectives, safeguarding responsibilities, information governance requirements, enforcement policy and relevant licensing procedures.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Does not apply
Details of any previous decision(s) on this matter	Statement of Licensing Policy 2021

1. Purpose of the report

1.1 To present the revised Statement of Licensing Policy for consideration and recommendation to Full Council.

1.2 To seek approval for the updated policy to replace the current policy adopted in November 2021, in accordance with the Council's statutory duty under the Licensing Act 2003.

2. Introduction & Background

2.1 Under Section 5 of the Licensing Act 2003, the Council is required to publish and review a Statement of Licensing Policy at least every five years.

2.2 The current policy covers the period 2021–2026 and must now be updated to ensure continued compliance with:

- The Licensing Act 2003
- Revised Home Office Guidance (Section 182 – November 2025)
- Relevant new legislation and emerging duties

2.3 A consultation exercise has been undertaken in line with statutory requirements, including engagement with:

- Norfolk Constabulary
- Norfolk Fire and Rescue Service

- Licence holders and businesses
- Residents and other stakeholders

2.4 Feedback received has been incorporated into the revised draft where appropriate.

3. Proposals and Options

Key Changes to the Policy
3.1 The updated policy is a substantive improvement on the 2021 version, moving from a descriptive framework to a clearer, legally robust and operational policy.

3.2 Legislative and Policy Alignment
- Updated to reflect Section 182 Guidance (November 2025) and National Licensing Policy Framework
- Incorporates new statutory duties, including the Serious Violence Duty
- Introduces forward-looking guidance on Martyn's Law (Terrorism (Protection of Premises) Act 2025)

3.3 Strengthening Legal Defensibility
- Clarifies that decisions must be based solely on the four licensing objectives
- Confirms that economic growth and regeneration cannot be determinative factors unless linked to the objectives
- Reinforces that licence conditions must be:
    - ✓ Necessary
    - ✓ Proportionate
    - ✓ Evidence-based

3.4 Enhanced Public Safety and Safeguarding
- Strengthened provisions on:
    - ✓ Protection of children from harm
    - ✓ Safeguarding responsibilities
    - ✓ Spiking prevention measures
- Updated approach to psychoactive substances aligned with the Psychoactive Substances Act 2016

3.5 Operational Clarity and Consistency
- Clearer guidance on:
    - ✓ Temporary Event Notices (TENs), including limits and definitions
    - ✓ Application validation and evidential requirements
    - ✓ Fee handling, refunds, and administrative cost recovery
- Removal of ambiguity in planning vs licensing decisions

3.6 Improved Structure and Accessibility
- Rewritten in plain English to improve accessibility for applicants and residents
- Improved structure and consistency across sections
- Expanded annexes providing model conditions and practical guidance

4. Corporate Priorities

4.1 The revised policy provides the following benefits:
- Legal robustness: Reduced risk of challenge or appeal due to clearer decision-making framework
- Audit compliance: Alignment with current statutory guidance and best practice
- Operational consistency: Greater clarity for officers, applicants, and Members
- Public protection: Enhanced safeguarding and safety provisions

- Transparency: Improved readability and accessibility for all users

5. Financial and Resource Implications

5.1 The policy clarifies:

- Statutory fee structures (set nationally)
- Administrative cost recovery where applications are withdrawn
- Refund approach for invalid applications

5.2 No additional financial burden is anticipated from adoption of the policy.

Comments from the S151 Officer:

To be completed by the S151 Officer or Finance representative.

6. Legal Implications

6.1. The Council has a statutory duty under section 5 of the Licensing Act 2003 to prepare, publish and keep under review its Statement of Licensing Policy.

6.2. The updated policy has been reviewed to ensure alignment with the Licensing Act 2003, current statutory guidance issued under section 182 of the Act, and relevant emerging legislation.

6.3. The policy strengthens legal defensibility by making clear that decisions, conditions and regulatory action must be necessary, proportionate, evidence-based and linked to the statutory licensing objectives.

Comments from the Monitoring Officer

To be completed by the Monitoring Officer or Legal representative.

7. Risks

Risk identified	Mitigation
Legal challenge if policy not updated	Policy updated in line with latest legislation and guidance
Inconsistent decision-making	Clear frameworks and evidence-based requirements included
Stakeholder dissatisfaction	Consultation undertaken and feedback incorporated
Implementation challenges	Supporting procedures and annexes included for operational clarity

8. Net ZeroTarget

The revised Statement of Licensing Policy does not include net zero as a standalone objective, as licensing decisions must be made solely in accordance with the four statutory licensing objectives set out in the Licensing Act 2003.

However, the policy supports the Council's net zero ambitions indirectly by promoting well-managed premises, encouraging proportionate controls on waste, noise and emissions, and strengthening partnership working with wider Council strategies. This ensures that environmental considerations can be taken into account where they are relevant to the licensing objectives, while maintaining a legally robust and defensible decision-making framework.

9. Equality, Diversity & Inclusion

A full EqIA was completed and included at Appendix D.
The policy supports the Council's duties under the Equality Act 2010 and includes:

- Accessible application processes
- Support for individuals with additional needs
- Commitment to fair and non-discriminatory decision-making

10. Community Safety issues

10.1 The updated policy is expected to have a positive impact on community safety by strengthening the Council's approach to the prevention of crime and disorder, public safety, public nuisance, safeguarding and the protection of children from harm.

10.2 It provides clearer guidance on emerging risks such as spiking, psychoactive substances, serious violence and terrorism preparedness, while reinforcing partnership working with responsible authorities. Any action taken under the policy will remain linked to the statutory licensing objectives and must be necessary, proportionate and evidence-based.

Conclusion and Recommendations

The revised Statement of Licensing Policy has been reviewed and updated to ensure that the Council continues to meet its statutory duties under the Licensing Act 2003.

The updated policy reflects current statutory guidance, relevant legislative developments, consultation feedback and operational learning since the previous policy was adopted in 2021. It provides a clearer, more accessible and legally robust framework for applicants, responsible authorities, residents, Members and officers.

The policy strengthens decision-making by reaffirming that licensing functions must be exercised only by reference to the four statutory licensing objectives and that any conditions or regulatory action must be necessary, proportionate and evidence-based.

It also improves transparency, consistency and public protection through clearer wording on safeguarding, community safety, public nuisance, Temporary Event Notices, fees, refunds, equality considerations and emerging risks such as spiking, serious violence and terrorism preparedness.

It is therefore concluded that the revised policy is fit for purpose and should be recommended for adoption, subject to any final minor amendments required following legal, governance or formatting review.

Recommendations

1. That the Committee considers the revised Statement of Licensing Policy 2026–2031 and the supporting appendices.
2. That the Committee notes the consultation undertaken and the amendments made in response to feedback received.
3. That the Committee recommends the revised Statement of Licensing Policy 2026–2031 to Full Council for adoption.
4. That authority is delegated to the Assistant Director of Environment and Leisure, in consultation with the Portfolio Holder and Chair of the Licensing Committee, to make any final minor amendments required for accuracy, formatting, accessibility or legal consistency before publication.

Appendices

- Appendix A: Draft Statement of Licensing Policy 2026–2031 — attached separately
- Appendix B: Summary of Consultation Responses (if required)
- Appendix C: Comparison of Key Changes (2021 vs 2026)
- Appendix D: Equality Impact Assessment (June 2026)

Appendix A – Draft Statement of Licensing Policy 2026–2031 attached separately

Appendix B – Summary of consultation responses

Response ref	Representation	NNDC consideration	Result
LP1	The draft policy contains some useful updates, but parts of it may go too far legally by extending the licensing framework beyond what the Licensing Act allows. The concern is that the policy could create unnecessary legal, fairness and proportionality risks unless the wording is clarified and kept firmly within the statutory licensing objectives.	**Council consideration** The representation raised valid points about the need to keep the policy clearly within the statutory licensing framework, particularly the four licensing objectives, proportionality, evidence-based decision-making and avoiding any fettering of discretion.	The concerns should be **addressed through clarification, qualification, and structural safeguards**, not by removing wider contextual references entirely.
LP1	Licensing decisions must stay within the legal limits of the Licensing Act 2003 and be based only on the four statutory licensing objectives: crime and disorder, public safety, public nuisance, and protecting children from harm.	**A. Licensing objectives are exhaustive** The core assertion is correct and directly supported by section 182 guidance: "There are no other statutory licensing objectives, and the promotion of the four objectives is a paramount consideration at all times." Any policy text implying: • economic desirability, • regeneration value, • investment attractiveness, or • sector growth	The draft should explicitly reaffirm this.

		must not influence determinations except where directly linked to one or more objectives.	
LP1	The policy should avoid making economic growth or support for hospitality appear to be a licensing decision-making factor. Licensing decisions must be based only on the statutory licensing objectives, not wider regeneration, investment or economic desirability considerations.	**Where the representation partially over-states concern** **Economic growth references are not automatically unlawful** Recent section 182 guidance **now expressly allows contextual consideration of local strategies**, provided: • decisions remain rooted in the four objectives, and • economic growth is not treated as a determinative factor. The Institute of Licensing confirms that updated guidance recognises **supporting a thriving hospitality sector**, but **not as a new objective**.	So the issue is **drafting clarity**, not presence per se. **4.1 Economic growth / night-time economy language (e.g. para 2.8)** **Risk identified:** Policy wording suggests economic promotion is a licensing consideration. Recommended amendment (model wording): *Nothing in this policy permits the Licensing Authority to determine applications by reference to economic growth, regeneration, or investment considerations except insofar as such matters are demonstrably and directly relevant to the promotion of one or more of the four statutory licensing objectives.*

			This preserves strategic awareness without allowing determinative weight.
LP1	Serious Violence Duty should not be presented as part of licensing decision-making or as a new licensing objective. It can support partnership working and intelligence sharing, but licensing decisions must still be based only on the four statutory licensing objectives.	**Serious Violence Duty references** **Credence:** High The representation correctly identifies risk of **policy creep**.	Add an explicit demarcation clause: *References to the Serious Violence Duty reflect partnership working, data-sharing, and strategic information exchange only. The Duty does not create additional licensing objectives, nor does it expand the statutory basis upon which licensing determinations are made.* This aligns with PCSC Act intent and avoids appeal risk.
LP1	The policy should not suggest NNDC officers will check or enforce Martyn's Law requirements before the law is fully commenced and guidance is issued. Any reference should be limited to awareness, preparedness and signposting until the legal duties formally come into force.	**Terrorism (Protection of Premises) Act 2025 ("Martyn's Law")** **Credence: High** **The concern that officers "will check" plans before commencement is well-founded.**	Replace enforcement-style phrasing with preparedness wording, e.g.: *Prior to commencement of the Terrorism (Protection of Premises) Act 2025, references are limited to awareness-raising and signposting to national guidance. No checks or requirements will be imposed*

			until statutory duties formally commence. This avoids unlawful anticipation of powers.
LP1	The annex conditions risk creating a cumulative regulatory burden by making measures such as CCTV, incident logs, search policies and anti-spiking controls appear to be standard expectations. While these may be appropriate for some higher-risk premises, any condition must remain necessary, proportionate, evidence-based and specific to the individual premises.	**Annex conditions and operational expectations** **Credence: Moderate–High** **The risk is not that such measures exist, but that policy presentation normalises them.**	Insert a global annex disclaimer: *Conditions and measures listed in this annex are illustrative examples only. They will never be applied as standard or default conditions and must always be justified as necessary, proportionate, evidence-based and appropriate to the specific premises.* This directly addresses fettering-of-discretion arguments.
LP1	The draft has several practical drafting and procedural issues that should be corrected, including delegation errors, duplication, typos, potential unfairness around late evidence, and insufficient detail on data protection, Equality Act adjustments and accessibility	**Delegations / late evidence / typo issues** **Credence: High and practical**	These points are not ideological and should be corrected regardless. In particular: • wording that appears to **preclude late evidence** risks procedural unfairness;

	for vulnerable or disabled participants.		• data-handling expectations should explicitly reference **UK GDPR**; and • Equality Act considerations should be operationalised, not aspirational. Full EQIA carried out.
LP1	The policy's cumulative wording could make it look like a broad crime prevention, public health, counter-terrorism or economic development strategy, rather than a statutory licensing policy. The response should be to add clear framing that the policy only guides decision-making under the Licensing Act 2003 and must stay within those legal powers.	**Cumulative governance concern – how to neutralise it** The Council agrees that the policy should be clearly framed as a statutory licensing policy and not as a wider crime prevention, public health, counter-terrorism or economic development strategy. The revised wording will therefore retain appropriate safeguarding and community safety references while making clear that decisions must remain within the statutory licensing objectives.	Add a short framing statement early in the document: *This Statement of Licensing Policy is not a crime-prevention, public-health, counter-terrorism or economic development strategy. It exists solely to guide the lawful exercise of functions under the Licensing Act 2003.*
LP2	Fit for purpose	No area identified for update	None
LP3	Fit for purpose	No area identified for update	None
LP4	Fit for purpose	No area identified for update	None

LP5	□ Repetition across: • Safeguarding (Section 7 + Annex F) • Spiking (Sections 4, 5 + Annex D) • TENs procedural detail □ Annexes already contain **good structured detail** Remove duplication between policy and annexes **TENs section – reduce procedural overload** Current Section 15 includes detailed statutory mechanics	**Keep Sections 4–7 concise** Replace detailed lists with a single principle statement: **Example (Section 5 Public Safety):** Current: "The following matters should be considered…" (long list) **Replace with:** "Applicants should identify and address risks to public safety in their operating schedules. Measures will vary depending on the nature, scale and location of the premises." Then add: "Illustrative examples are set out in Annex C." □ Delete repetitive wording in main sections ("may include CCTV, staffing, logs etc.") □ Replace with **cross-reference only** TENs move this to: • Website guidance OR appendix. Keep in policy: • "The Licensing Authority will apply the statutory framework and Section 182 Guidance when considering TENs."	This removes duplication with Annex C while keeping defensibility.

LP5	Over-prescriptive language and consistent legal test wording Consistent legal test wording	**Remove implied requirements** Example (Section 7 Children's entertainment): "licensees must ensure…" Recommended change: "Applicants may be expected to demonstrate…" **Avoid "NNDC will expect" unless justified** Example: "The Council will expect operating schedules to… **replace with** "Applicants should consider…" Add a **global paragraph (new 2.9 or strengthen 2.1):** "Any conditions imposed will be necessary, proportionate, relevant to the licensing objectives, and evidence-based, in accordance with Section 182 Guidance." Then remove repeated versions elsewhere	Incorporates consultation feedback
LP5	Policy vs guidance – critical structural improvement	**split content clearly**	

		A. Introduce a clear statement early (Section 1 or 2) Add: "This document sets out the Council's policy for decision-making. Separate guidance is available for applicants, which explains how to apply and provides practical advice." **Move the following OUT of policy:** • How to display notices • What applicants "should include" • Step-by-step process expectations **Keep only:** "Applicants must comply with statutory requirements…" **Retain cross-references only** Example: "Further guidance for applicants is available on the Council's website."	
LP5	External codes (Portman Group) – correct positioning	**Strengthen defensibility** **Replace with:** "The Council recognises the Portman Group Code of Practice as an example of industry good practice. Compliance with the Code is voluntary and does not	Prevents unlawful delegation risk

		form part of the statutory licensing framework."	
LP5	Economic growth wording – already compliant but refine tone	**Current:** "not used except where directly relevant" **Keep but tighten:** "Such matters will only be taken into account where they are directly relevant to the promotion of the licensing objectives."	Incorporates consultation feedback
LP5	**Remove duplication in enforcement fee section** Sections 11.5–11.9 repeat suspension wording	**Consolidate into one clear subsection**	Incorporates consultation feedback
LP5	**Suggested "clean policy structure" (final refinement)**	**Policy document should contain ONLY:** • Legal framework • Principles of decision-making • Licensing objectives explanation • High-level approach to each objective • Enforcement philosophy • Delegations **Move elsewhere:** • Checklists	Incorporates consultation feedback

		• Examples (keep in annexes only) • Applicant instructions • Detailed procedural steps	

Appendix C: Comparison of Key Changes (2021 vs 2026)

Theme	2021 Version	Latest 2026 Version	Improvement / Benefit
Legislative alignment	General reference to Licensing Act and guidance	Explicitly updated to Section 182 Guidance (Nov 2025) and National Framework	Ensures policy is current, compliant, and defensible in decisions
Licensing objectives clarity	States 4 objectives but allows broader narrative interpretation	Explicit statement that only the 4 objectives can be considered and are exhaustive	Reduces risk of legal challenge for irrelevant considerations
Economic growth wording	Links to regeneration and economic benefits in general terms	Clarifies growth cannot influence decisions unless linked to objectives	Stronger legal compliance (case law aligned)
Conditions on licences	General discretion to impose conditions	Requires conditions to be necessary, proportionate, evidence-based	Aligns with statutory guidance → audit-safe decisions
Scope of licensing law	States licensing not primary tool for nuisance control	Reframed as part of a“holistic system” with partners	Clearer multi-agency positioning
Crime & disorder (NPS)	Outdated explanation of “legal highs”	Updated to Psychoactive Substances Act 2016 with enforcement route	Legally accurate and modernised enforcement approach
Public safety	Broad examples of safety measures	Adds spiking prevention and structured model conditions	Reflects emerging risks → stronger safeguarding
Children safeguarding	General safeguards and conditions	Expanded safeguarding duties + links to NSCP + exploitation risks	More robust safeguarding framework
Partnership & Serious Violence Duty	Partnership mentioned broadly	Explicit inclusion of Serious Violence Duty (2022 Act)	Aligns with new statutory duties
Planning vs licensing	States no re-hearing of planning decisions	Clarifies no legal basis to refuse licence due to lack of planning permission	Eliminates ambiguity → clear decision boundary
Temporary Event Notices (TENs)	Basic statutory requirements	Adds working day definition, limits, and updated guidance refs	Improved operational clarity and consistency

Application process	Requires certificates of display/service	Simplifies to statutory requirements + validation evidence checks	More streamlined and user-friendly
Fees and refunds	Focus on suspension for non-payment	Adds clear rules on refunds, invalid applications, admin fees	Addresses audit gaps → financial transparency
Enforcement powers	Existing enforcement framework only	Adds Respect Orders (Bill 2025), closure powers detail	Futureproofing + policy relevance
Martyn's Law (terrorism)	Not included	New section explaining scope, tiers, and implementation timeline	Proactive risk management → public safety enhancement
Equality section	Legal duties listed	Adds practical commitments, examples, accessibility measures	More practical and demonstrable compliance
Data protection	Basic GDPR reference	Clear statement on data use, retention, and governance	Stronger information governance position
Tone and clarity	Formal but sometimes repetitive/ambiguous	Plain English, structured, consistent terminology	More accessible and consistent for applicants
Internal consistency	Some duplication and formatting issues (e.g. repeated sections)	Improved structure, though minor duplications still flagged in draft	Better readability and usability

Appendix D - Equality Impact Assessment (EqIA)
Policy: Statement of Licensing Policy (2026–2031)

1. Purpose

- This EqIA assesses the potential impact of the revised Statement of Licensing Policy on individuals and groups with protected characteristics under the Equality Act 2010.

2. Summary of Findings

- The policy is predominantly neutral and positive in its impact. It supports fair, consistent, and transparent decision-making and does not introduce barriers that would disadvantage any protected group. The inclusion of accessibility measures and clearer guidance improves understanding for applicants and residents.

3. Impact on Protected Characteristics

Protected Characteristic	Impact	Commentary
Age	Neutral	Policy applies equally; safeguarding strengthens protection for children
Disability	Positive	Commitment to accessible processes and reasonable adjustments
Gender reassignment	Neutral	No differential impact identified
Marriage & civil partnership	Neutral	No differential impact identified
Pregnancy & maternity	Neutral	No differential impact identified
Race	Positive	Accessible formats and support for language needs
Religion or belief	Neutral	No restriction beyond statutory licensing controls
Sex	Neutral	No differential impact identified
Sexual orientation	Neutral	No differential impact identified

4. Key Considerations

- The policy reinforces procedural fairness and transparency, supporting equal treatment
- Accessibility commitments (e.g. alternative formats and support) help reduce barriers
- Safeguarding provisions strengthen protections for vulnerable groups
- Licensing decisions remain based on statutory objectives only, ensuring consistency and legality

5. Risks and Mitigation

Risk	Mitigation
Potential barriers in application processes	Accessible formats and officer support provided
Lack of awareness among applicants	Clear guidance and improved communication

Disproportionate impact through conditions	Conditions must be necessary, proportionate, and evidence-based

6. Conclusion

The revised policy is compliant with the Equality Act 2010 and supports the Council’s duties to eliminate discrimination, advance equality of opportunity, and foster good relations. No adverse impacts have been identified, and several elements of the policy contribute positively to accessibility and fairness.

7. Recommendation

No further action is required. Equality impacts will continue to be monitored as part of ongoing policy implementation and review.

Statement of Licensing Policy

VERSION NUMBER	DATE
TBC	TBC

Agreed by Licensing Committee (Regulatory) TBC
Approved by Full Council TBC
Effective from TBC

Licensing Team - Contact Us

For applications, forms, or advice, contact:

01263 513811

licensing@north-norfolk.gov.uk

Apply online

NORTH NORFOLK DISTRICT COUNCIL

Contents

Annexes

1. Introduction and Summary

1.1 North Norfolk District Council is the Licensing Authority under the Licensing Act 2003 and is responsible for granting premises licences, club premises certificates, temporary events notices, and personal licences in the district in respect of the sale and/or supply of alcohol and the provision of regulated entertainment and late-night refreshment.

1.2 North Norfolk is one of the 7 districts which make up the county of Norfolk. It is predominantly a rural area with 5 market towns covering some 400 square miles with a population of approximately 105,000. There are approximately 1300 licences issued annually for public houses, restaurants, clubs, community centres and halls in the district where alcohol is sold or entertainment is provided on a regular or occasional basis. In addition, there are retail outlets selling alcohol.

Under the Licensing Act, the retail sale of alcohol and provision of regulated entertainment can only take place in suitable premises licensed by the Council. The people operating and managing these premises must hold appropriate licences.

Updated for 2026:

- Safeguarding requirements have been strengthened

- Economic growth and partnership working are recognised as part of the wider strategic context in which licensed premises operate

- These factors will not be used as a basis for determining applications unless they are directly relevant to one or more of the four licensing objectives.

- All references to guidance are current as of November 2025

- www.gov.uk/government/publications/explanatory-memorandum-revised-guidance-issued-under-section-182-of-the-licensing-act-2003

1.3 This policy sets out how NNDC will consider applications for licences under the Licensing Act 2003. This policy explains how the Council makes licensing decisions under the Licensing Act 2003. It is not a crime prevention, public health, counter-terrorism, or economic strategy. It does not give the Council any extra powers beyond the law. Separate guidance is available on the Council's website and on request, for applicants and other interested parties. The separate guidance provides practical advice on how to apply, comply with statutory requirements, and prepare supporting documentation.

1.4 This Policy is intended to guide applicants, Members, responsible authorities and other persons in understanding how licensing decisions will be made. It does not replace the statutory framework but should be read alongside the Licensing Act 2003 and the Section 182 Guidance.

1.5 Each application will be considered on its individual merits.

1.6 The policy will not seek to introduce ‘zones’ where specific activities are concentrated.

1.7 The policy will not be used to fix the hours during which alcohol can be sold and, in general, shops will be permitted to sell alcohol during the hours, which they are normally open for trade.

1.8 This policy statement will not seek to regulate matters which are provided for in any other legislation such as planning, health and safety, employment rights, fire safety etc.

1.9 NNDC wishes to encourage licensees to provide a wide range of entertainment activities within the district during their opening hours and to promote live music, dance, theatre and other options for the wider cultural and social benefit of the community.

1.10 The activities which require a licence under the provisions of the Licensing Act 2003 and which this policy statement covers include:

a) The sale of alcohol

Including:

- Sale of alcohol for consumption **on** premises
- Sale of alcohol for consumption **off** premises
- Online/remote alcohol sales (if the dispatch point is in the district) (This is captured under Premises Licences, Personal Licences and TENs)

b) The supply of alcohol by or on behalf of a club

For qualifying members’ clubs (e.g. British Legion, sports clubs) Covered under **Club Premises Certificates**.

c) Regulated entertainment

Depending on exemptions and timings, includes:

- Live music
- Recorded music
- Dance performances
- Plays
- Indoor sporting events
- Films
- Entertainment similar to music/dance/performances
  Note: Unamplified music between 08:00 and 23:00 is exempt from conditions, as reflected in policy section 1.11.

d) The provision of late-night refreshment

Serving **hot food or hot drink** between **23:00 and 05:00**
Includes cafés, takeaways, mobile food vans, etc.

Licences and Notices under the Act

The Act applies to four main application types (listed consistently across policy documents)

- **Premises Licences**
- **Club Premises Certificates**
- **Personal Licences**
- **Temporary Event Notices (TENs)**

1.11 Some activities are exempt from requiring authorisation under the Licensing Act 2003. The Live Music Act 2012, the Legislative Reform (Entertainment Licensing) Order 2014 and the Deregulation Act 2015 introduced a number of exemptions where certain entertainment no longer needs a licence. Officers and applicants should refer to current legislation and the Home Office **Revised Guidance issued under Section 182 of the Licensing Act 2003** to confirm whether an activity requires a licence.

1.12 The Licensing Authority is not permitted to specify conditions relating to public nuisance and child protection, for entertainment which is unamplified and takes place between 08:00 hours and 23:00 hours.

1.13 The licensing objectives set out in the Licensing Act 2003 include **the protection of children from harm.** The Council is aware of significant problems arising from and associated with underage drinking. In its role as licensing authority (Local Authority), the Council will take all possible steps, with the other designated authorities, to ensure that alcohol is not sold or supplied to children. This Policy should be read alongside the updated Section 182 Guidance (Nov 2025)

1.14 This policy shall apply to all applications and notices given under the Act in respect of the following:

- Premises licences
- Club Premises Certificates
- Personal Licences
- Temporary Event Notices

2. The Policy

2.1 The Licensing 2003 Act requires clear focus on the promotion of four statutory objectives which must be addressed when licensing functions are undertaken:

- prevention of crime and disorder

- public safety

- prevention of public nuisance

- protection of children from harm

Each objective is of equal importance. These four objectives are exhaustive and all licensing decisions must be made solely by reference to them and the statutory framework. No weight will be given to matters that are not directly relevant to one or more of the licensing objectives.

The four licensing objectives are exhaustive. There are no additional licensing objectives. All licensing decisions must be made solely by reference to these objectives and the relevant statutory framework. No weight will be given to considerations unless they are directly relevant to one or more of the four licensing objectives.

In addition to promoting the four licensing objectives, the Licensing Act 2003 also supports a number of wider aims and purposes. These are important considerations for everyone involved in licensing and should underpin decision making. They include:

- ensuring local residents are protected from disturbance and anti social behaviour linked to licensed premises
- promoting proportionate and streamlined regulation that gives businesses greater freedom and flexibility to meet customer expectations

- increasing choice for consumers, including visitors and tourists, about where, when and how they spend their leisure time

- encouraging more family friendly premises where children can safely accompany parents or carers

- supporting the continued development of live music, dance, theatre and other cultural activities within communities, in both rural and urban areas

- contributing to the regeneration of areas that would benefit from increased investment, activity and employment opportunities associated with a well managed night time economy

2.2 The 2003 Act further requires that the Council publishes a Statement of Licensing Policy every five years that sets out how the Council will promote the licensing objectives when making decisions on Licensing applications and notices. This policy meets the review frequency requirement.

2.3 During the five-year period the policy will be kept under review and the Council may make appropriate revisions, for instance in the light of feedback from the local community on whether the statutory objectives are being met.

2.4 When we decide applications, we consider this policy and the Home Office guidance issued under section 182 of the Licensing Act 2003, as well as National Licensing Policy Framework (November 2025) when reviewing this Statement of Licensing Policy.

2.5 Before publishing this policy statement the Council has consulted with the following:

- chief officer of police for the area (Norfolk Constabulary)
- fire authority for the area (Norfolk Fire Service)
- representatives of local holders of premises licences
- representatives of local holders of club premises certificates
- representatives of local holders of personal licenses; and
- representatives of businesses and residents in its area

2.6 The views of all these persons/bodies listed will be given appropriate weight when the policy is determined. It is recognised that it may be difficult to identify persons or bodies' representative for all parts of industry affected by the provisions of the 2003 Act, but the Council has made reasonable efforts to identify persons or bodies concerned.

2.7 In determining its policy, the Council will have regard to the guidance issued under Section 182 of the Licensing Act 2003 and give appropriate weight to the views of those it has consulted.

2.8 The Licensing Authority recognises the wider context in which licensed premises operate, including the importance of a thriving hospitality and leisure sector. However, licensing decisions will not be made on the basis of economic growth, regeneration or investment considerations unless such matters are directly and demonstrably relevant to the promotion of one or more of the four licensing objectives. This ensures compliance with the statutory framework and Section 182 Guidance

2.9 Any conditions attached to a licence will only be imposed where they are **necessary, proportionate, relevant to the promotion of the licensing objectives, and evidence-based**, in accordance with the Section 182 Guidance. Conditions will not be applied as standard or default and will be tailored to the individual premises and circumstances.

3. Main Principles

3.1 Nothing in the Statement of Licensing Policy will:

- undermine the rights of any person to apply under the 2003 Act for a variety of permissions and have the application considered on its individual merits, and/or
- override the right of any person to make representations on any application or seek a review of a licence or certificate where they are permitted to do so under the 2003 Act

3.2 Licensing is about regulating licensable activities on licensed premises, qualifying clubs and temporary events within the terms of the 2003 Act, and any conditions that are attached to premises licences or club premises certificates will be focused on matters which are within the control of individual licensee or club, i.e. the premises and its vicinity.

3.3 Whether or not incidents can be regarded as being in the vicinity of licensed premises is a question of fact and will depend on the circumstances of the case. In dispute, the question will ultimately be decided by the courts.

The Council will focus on the direct impact of the activities taking place at licensed premises on members of the public who live, work or engage in normal activity in the area concerned.

3.4 Licensing law forms only one element of the wider arrangements for managing the evening and night time economy. It plays an important role, but it is most effective when integrated with other local strategies and partnership activity. The licensing regime will therefore continue to operate as part of a holistic, coordinated approach to managing the evening and night time economy across the district

3.5 The Council recognises that the licensing function cannot be used to control anti social behaviour by individuals once they are beyond the direct control of the licence holder. While licensing plays an important role in promoting the licensing objectives, it is only one part of a wider system for managing behaviour associated with the night time economy. A range of other tools and powers are available to address issues of unruly or problematic behaviour occurring away from licensed premises, including but not limited to:

- Planning and Environmental Health controls
- CCTV
- Ongoing measures to create a safe and clean environment in these areas in partnership with local businesses, transport operators, and other Council departments
- To designate parts of the district as places where alcohol may not be consumed publicly
- Regular liaison with Police on law enforcement issues regarding:
    - disorder and anti-social behaviour, including the issue of fixed penalty notices
    - prosecution of those selling alcohol to people who are drunk
    - confiscation of alcohol from adults and children in designated areas
    - instantly closing licensed premises or temporary events on the grounds of disorder, or likelihood of disorder or excessive noise from the premises

- Partnership working with Trading Standards to identify concerns.

- Encouraging positive relationships between licensed premises, law enforcement, and the Local Authority to educate and promote good practice under the legislation.

- The power of the Police, other responsible authority, or a local resident or business or district Councillor to seek a review of the licence or certificate

3.6 Each application will be considered on its own merits. This policy is a guide only and does not limit how decisions are made in individual cases.

4. Crime and Disorder

4.1 The Council acknowledges that the Police are the main source of advice on crime and disorder.

4.2 Licensed premises, especially those offering late night/early morning entertainment, alcohol and refreshment for large numbers of people, can be a source of crime and disorder problems, including spiking. Applicants should consider Operating Schedules to satisfactorily address these issues from the design of the premises through to the daily operation of the business.

4.3 Applicants are recommended to seek advice from Council licensing officers and Police, as well as considering, local planning and transport policies, tourism, cultural, community engagement and crime prevention strategies, when preparing their plans and schedules.

4.4 In addition to the requirements for the Council to promote the licensing objectives, it also has a duty under Section 17 of the Crime and Disorder Act 1998 to reasonably prevent crime and disorder in North Norfolk's District. The Local Authority also acknowledges powers contained within the Violent Crime Reduction Act 2006.

4.5 The Council will consider attaching conditions to licences and permissions to deter and prevent crime and disorder both inside and immediately outside the premises, and these may include conditions drawn from Annex D: Model Pool of Conditions relating to Crime and Disorder.

4.6 Psychoactive substances: Since 26 May 2016 it is illegal to produce, supply, offer to supply, possess with intent to supply, import or export psychoactive substances intended for human consumption (Psychoactive Substances Act 2016). Where such activity is suspected at or linked to licensed premises, we will work with the Police and may seek a licence review on crime and disorder grounds. The sale of new psychoactive substances (NPS) – otherwise known as 'legal highs' – is not regulated under the 2003 Act. NNDC will consider whether conditions are appropriate to prevent the sale of such products alongside the sale of alcohol at a licensed premises, including at off-licences, or, for on-trade premises to impose a door policy, for example. Some NPS products may contain controlled drugs, and therefore be illegal, in which case the Licensing Authority will involve the Police and consider applying for a review of the premises licence on crime and disorder grounds. Some NPS are not illegal. There is evidence that such NPS products can cause harms, particularly if taken with alcohol. NNDC will work with the Police to monitor venues of concern and review licences, where appropriate, based on intelligence received.

Cumulative Impact

4.7 The Council will not take 'need' into account when considering an application, as this is a matter for planning control and the market. However, it recognises that the cumulative impact of the number, type, and density of licensed premises in each area, may lead to serious problems of nuisance and disorder outside and some distance from the premises.

4.8 The Council does not currently have a Cumulative Impact Assessment in place. The absence of a CIA does not prevent relevant representations being made on the grounds that the grant of an application would give rise to cumulative impact affecting one or more of the licensing objectives.

4.9 Representations may be received from a responsible authority or interested party that an area has become saturated with premises making it a focal point for large groups of people to gather and circulate away from the licensed premises. This could create unacceptable problems of disorder and nuisance over and above the impact from the individual premises.

4.10 In these circumstances, the Council may consider that the imposition of conditions would not adequately address these problems and may decide to adopt a special policy of refusal on new premises licences or club premises certificates because the area is saturated with licensed premises and the granting of more would undermine one of the licensing objectives.

4.11 The Council will take the following steps when considering whether to adopt a special saturation policy:

- identification of serious concern from a responsible authority or representatives of residents about nuisance and disorder
- evidence that disorder and nuisance is arising from customers of licensed premises,
- identifying the area where problems are arising and the boundaries of that area
- assessing the causes
- adopting a policy about future licence applications from that area

4.12 The absence of a special policy does not prevent any responsible authority or interested party making representations on a new application for the grant of a licence on the grounds that the premises will give rise to a negative cumulative impact on one or more of the licensing objectives.

4.13 The Council will not use such policies solely:

- as the grounds for suspension or revocation of a licence when representations are received about problems with existing licensed premises, or,

- to refuse modifications to a licence, except where the modifications are directly relevant to the policy, for example where the application is for a significant increase in the capacity limits

5. Public Safety

5.1 Licence holders have a responsibility to ensure the safety of those using their premises, as part of their duties under the 2003 Act. Public health is addressed in other legislation. Physical safety includes the prevention of accidents and injuries and other immediate harms that can result from alcohol consumption such as unconsciousness or alcohol poisoning.

5.2 Applicants should consider the risks to public safety relevant to their premises and identify appropriate control measures within their operating schedule. The nature and extent of such measures will vary depending on the type, scale, and location of the premises. Illustrative examples of measures that may be appropriate in certain circumstances are set out in Annex C.

5.3 The measures that are appropriate to promote public safety will vary between premises and the matters listed above may not apply in all cases. Applicants should consider and state, when making their application, appropriate steps to promote the public safety objective.

5.4 Whenever security roles are employed at licensed premises to carry out any security function they must be licensed by the Security Industry Authority (SIA). Competent and professional door supervisors are key to public safety at licensed premises. If a licensee directly employs security operatives they will need to be licensed by the SIA as a supervisor or manager.

5.5 In line with updated Section 182 guidance from November 2025, NNDC may consider additional licence conditions to safeguard patrons against spiking, where evidence justifies it.

5.6 The Council will consider attaching conditions to licences and permissions to promote safety, and these may include conditions drawn from Annex C: Model Pool of Conditions relating to Public Safety.

6. Prevention of Public Nuisance

6.1 Licensed premises, especially those operating late at night and in the early hours of the morning, can cause a range of nuisances impacting on people living, working, or sleeping in the vicinity of the premises.

6.2 The concerns relate mainly to noise nuisance, light pollution and noxious smells and due regard will be given to these issues. Applicant's operating schedules should satisfactorily address these issues. Applicants are advised to seek advice from the Council's Environmental Protection service before preparing their plans and schedules.

6.3 The Council will consider attaching conditions to licences and permissions to prevent public nuisance, and these may include conditions drawn from Annex E: Model Pool of Conditions relating to 'Public Nuisance.

7. Prevention of Harm to Children

Access to Licensed Premises

7.1 The wide range of premises that require licensing means that children can be expected to visit many of these, often on their own, for food and/or entertainment.

7.2 The 2003 Act makes it an offence to permit children under the age of 16 who are not accompanied by an adult to be present on premises being used exclusively or primarily for supply of alcohol for consumption on those premises under the authorisation of a premises licence, club premises certificate or where that activity continues under the authority of a Temporary Event Notice.

7.3 In addition, it is an offence to permit the presence of children under 16 who are not accompanied by an adult between midnight and 5am at other premises supplying alcohol for consumption on the premises under the authority of any premises licence, club premises certificate, or Temporary Event Notice. Outside of these hours, the offence does not prevent the admission of unaccompanied children under 16 to the wide variety of premises where the consumption of alcohol is not the exclusive or primary activity. Between 5am and midnight the offence would not necessarily apply to all restaurants, hotels, cinemas and even many pubs where the primary business activity is the consumption of both food and drink.

This does not mean that children should automatically be admitted to such premises and the following paragraphs are therefore of great importance notwithstanding the new offences created by the 2003 Act.

7.4 The Council will judge the merits of each separate application before deciding whether to impose conditions limiting the access of children to individual premises.

7.5 The Council recognises the Norfolk Safeguarding Children's Partnership (NSCP) as the lead responsible authority in relation to the protection of children from harm.

7.6 The Council will consider any of the following options when dealing with a licence application where limiting the access of children is considered necessary to prevent harm to children:

- Restrictions on the hours when children may be present

- Restrictions or exclusions on the presence of children under certain ages when specified activities are taking place

- Restrictions on parts of the premises to which children may have access

- Age restrictions (below 18) and encourage premises to challenge anyone who appears to be under the age of 25.

- Restrictions or exclusion when certain activities are taking place

- Requirements that children be accompanied by an adult

- Full exclusion of people under 18 from the premises when any licensable activities are taking place.

7.7 There will be no conditions requiring that children be admitted to any Premises. This is left to the discretion of the licensee.

7.8 The 2003 Act details offences designed to protect children in licensed premises and the Council will work closely with the police to ensure the appropriate enforcement of the law, especially prohibiting the sale and supply of alcohol to children.

Access to Cinemas

7.9 In the case of premises giving film exhibitions, conditions will be imposed restricting access only to those who meet the required age limit in line with any certificate granted by the British Board of Film Classification or, in specific cases, a certificate given to the film by the Council itself.

Children and Public Entertainment

7.10 Many children go to see and/or take part in an entertainment arranged especially for them, for example children's film shows and dance or drama school productions, and additional arrangements are required to safeguard them while at the premises.

Children's Entertainment – Safeguards

7.11 Where premises are likely to be used by children or vulnerable persons, applicants should consider appropriate safeguarding measures. These will vary depending on the nature of the premises and activities. Examples of measures that may be appropriate are set out in **Annex F**, but will only be applied where necessary and proportionate.

7.12 Where entertainment requiring a licence is specially presented for children, the Council will require the presence of an appropriate number of adult staff to ensure public safety and their protection from harm.

7.13 Submitted operating schedules should satisfactorily address these issues.

7.14 The Council will consider attaching conditions to licences and permissions to prevent harm to children, and these may include conditions drawn from Annex F: Model Pool of Conditions relating to the Protection of Children from Harm.

7.15 As agencies regulated under section 11 of the Children Act 2004, the Licensing Authority is obliged to have in place safeguarding processes. The Licensing Authority must also consider the need to protect children from sexual exploitation when undertaking licensing functions.

7.16 The Act provides a legal responsibility to make sure that children and young people are protected from harm at licensed premises. The Guidance requires that children must be protected from ‘‘physical, psychological, and moral harm’’, premises allowing access to persons under the age of 18 are expected to have systems in place to safeguard children and young people. For further details of the safeguarding of children in licensed premises please see the Child Sexual Exploitation Leaflet on the following webpage: Child Exploitation page NSCP

7.17 The authority recognises that vulnerable persons can also include adults.

Adult Entertainment

7.18 Where regulated entertainment provided on premises is commonly of an adult or sexual nature NNDC may, where relevant representations are received, give additional consideration as to whether to grant a premises licence when the premises are in the vicinity of:

- Residential housing
- Schools
- Play areas
- Children’s nurseries or preschool facilities
- Places of religious worship or education
- Historic buildings
- Tourist attractions
- Predominantly family shopping areas
- Community facilities or public buildings e.g. youth clubs, libraries and sports centres

7.19 The Licensing Authority may determine the nature of any external signage for premises providing adult entertainment. NNDC will also add a condition that the entertainment occurring on the premises should only be visible to those who have chosen to enter, regardless of the location.

7.20 The Licensing Authority is especially concerned that premises providing adult entertainment promote the protection of children from harm objective and may require evidence of how operating schedules address this by adopting strict entrance policies, security measures and staff training and management policies to ensure that this and the other licensing objectives are promoted.

7.21 NNDC has resolved to adopt schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, as amended by the Policing and Crime Act 2009, in relation to lap dancing and other sexual entertainment venues and the Licensing and Regulatory Committee will have regard to this when an application is made to operate such a venue.

8. Licensing Hours

8.1 The Council will generally deal with the issue of licensing hours on the individual merits of each case. However, consideration will be given to imposing stricter noise control conditions where premises are situated in mainly residential areas.

Shops, Stores and Supermarkets

8.2 The Council will generally consider licensing shops, stores and supermarkets to sell alcohol for consumption off the premises during their standard opening hours.

8.3 In doing so the Council will ensure that premises are allowed to sell alcohol for consumption off the premises at times that do not create issues of public nuisance and endanger public safety. For example, the Council may consider that there are good reasons for restricting those hours where police representations are made in respect of isolated shops known to be the focus of disorder and disturbance.

8.4 It is important to note that "opening hours" are not necessarily identical to the hours during which licensable activities may take place.

9. Partnership Working and Integrating Strategies

9.1 The Policy should indicate how the Licensing Authority will integrate licensing with related local strategies including crime prevention, planning, transport, tourism, equality and cultural priorities

9.2 While many local strategies are not directly related to the promotion of the licensing objectives, they indirectly impact upon them.

We will therefore endeavour to:

- Work with partner agencies that are involved either directly or indirectly in delivering the Policy, including responsible authorities, local businesses and the local community.

- Identify and galvanise new and existing opportunities to develop, strengthen and foster partnership to improve delivery of the policy.

- Undertake consultation and communication on licensing issues with licensees, communities, and their representatives.

- Ensure pro-active enforcement in line with the council's Enforcement Policy to achieve the licensing objectives.

- Work to reduce crime and disorder where it exists in close proximity to licensed premises.

9.3 There are many stakeholders in the hospitality leisure and tourism industry, covering a wide range of disciplines. Many are involved, directly or indirectly, in the promotion of the licensing objectives, particularly those relating to the prevention of crime and disorder and public nuisance.

9.4 Many of their strategies deal in part with the licensing function, and the Council will encourage multi-disciplinary working groups to ensure proper integration of local crime prevention, planning, transport, tourism, community engagement and cultural strategies; and ensure sensitive implementation of the policy where compliance is required of non-professionals.

9.5 The Council will arrange for protocols with the Police to enable them to report to the Committee responsible for transport matters on the need for the swift and safe dispersal of people from those areas of towns and villages subject to congestion and thus avoid concentrations, which can produce disorder and disturbance.

9.6 Arrangements will be made for Licensing Committees to receive reports on the following matters to ensure these are reflected in their decisions:

- needs of the local tourist economy, community engagement and cultural strategy for the North Norfolk District, and,

- employment situation in the North Norfolk District and the need for investment and employment where appropriate
- Police reports on crime and disorder in the North Norfolk District

9.7 The Council recognises that there should be a clear separation of the planning and licensing regimes and licensing applications are independent of the planning application process and permissions.

9.8 The Council will work through the Norfolk Community Safety Partnership and with the Norfolk Constabulary Licensing Team, Trading Standards and Public Health to deliver the licensing objectives. NNDC will participate in multi-agency work under the Serious Violence Duty (Police, Crime, Sentencing and Courts Act 2022), using local data and problem profiles to inform policy and enforcement.

9.9 The Council recognises the need to avoid possible duplication with other regulatory regimes. However, some regulations do not cover the unique circumstances of all entertainment and the Council will consider attaching conditions to premises licences and club premises certificates where these are necessary for the promotion of the licensing objectives and are not already provided for in any other legislation.

9.10 The Licensing Authority has a statutory duty, under the Police, Crime, Sentencing and Courts Act 2022 and current Home Office guidance, to work with local partners to prevent and reduce serious violence. This includes sharing information, assessing local risks, and supporting a coordinated, public health approach to early intervention. In carrying out its functions, the Authority will consider how licensed premises may impact the risk of serious violence and will work with the police and other specified authorities to ensure licensing decisions contribute to community safety.

What is the Serious Violence Duty?

This duty requires councils and partners to work together to prevent and reduce serious violence in the community.

How does NNDC comply?

- We use local data and problem profiles to inform licensing decisions

- We share information with the Police, health, and community partners

- We support early intervention and prevention strategies for venues at risk

Practical steps:

- Regular review of crime and incident data

- Joint meetings with responsible authorities

- Support for venues to adopt best practice in violence prevention

9.11 References to the Serious Violence Duty reflect partnership working, data sharing and strategic coordination only. The Duty does not create additional licensing objectives and does not expand the statutory basis upon which licensing decisions are made.

10. Standard Conditions

The Council will not impose conditions unless it has received a representation from a Responsible Authority, such as the Police, Environmental Health Officer or other persons, such as a local resident or local business, which is a relevant representation, or is offered in the applicant's Operating Schedule. Any conditions will be proportional and appropriate to achieve the Licensing Objectives.

11. Enforcement

Forward-looking note: emerging powers

Respect Orders (Crime & Policing Bill 2025) – Civil orders to tackle persistent ASB, enforceable by arrest; breach becomes a criminal offence. Dispersal powers extended to 72 hours with mandatory review at 48 hours.

11.1 Once licensed, it is essential premises are maintained and operated to ensure the continued promotion of the licensing objectives and compliance with the specific requirements of the 2003 Act and the Council will make arrangements to monitor premises and take appropriate enforcement action to ensure this.

11.2 The Council has an enforcement protocol, agreed with all seven Norfolk Local Authorities, Norfolk Constabulary, Norfolk Fire Service, Customs and Excise and Trading Standards. This should provide for a more efficient deployment of staff and police officers who are commonly engaged in enforcing licensing law and inspection of licensed premises. These protocols will provide for the targeting of agreed problem and high-risk premises, but with a lighter touch being applied to those premises, which are shown to be well-managed and maintained.

11.3 All enforcement actions taken by the Council will comply with the Council's Enforcement Policy and the Enforcement Concordat House of Lords - Delegated Powers and Deregulation - Twenty-Eighth Report, which the Council has adopted to ensure key principles of consistency, transparency and proportionality will be maintained.

11.4 A closure power is provided for in the Anti-Social Behaviour, Crime and Policing Act 2014 which replaces section 161 of the Act. This closure power can be used to protect victims and communities by quickly closing premises that are causing nuisance or disorder. Further guidance on this power can be found on the gov.uk website, under the Anti-Social Behaviour, Crime and Policing Act: anti-social behaviour guidance.

Licence Fees

11.5 Any premises where a licensable activity is conducted must be licensed. Unauthorised licensable activity carries a £20,000 fine and/or up to six months in prison.

11.6 The relevant fee for the premises licence is based on the rateable value of the premises. The fee structure is set by the government, not the council. The rateable value of a property[EP2.1] can be found on the Valuation Office Agency website (GOV.UK) Find a business rates valuation - GOV.UK

11.7 Where a premises licence application is submitted to the wrong authority, it will be treated as invalid and the fee will be refunded in full as a payment made in error.

11.8 Where an application is valid and has been put out to consultation, an administrative fee may be retained if the application is withdrawn, to reflect reasonable costs incurred.

11.9 Where an annual fee is not paid, the Licensing Authority will act in accordance with the statutory provisions, including any applicable grace periods, notice requirements, and reinstatement procedures. Further operational detail is set out in internal procedures at **Annex G**.

11.10 Norfolk Constabulary Licensing Team will be informed of the suspension and removal of suspension.

12. Cultural Activities

12.1 The Council recognises the need to encourage the provision of a broad range of events in North Norfolk's district to promote live music, dance, theatre and other entertainments for enjoyment by a wide cross-section of the public.

12.2 When considering applications for regulated entertainment events, the Council will be conscious of the need for there to be a balance between the promotion of the entertainment, and concerns that are relevant to licensing objectives.

11.3 The Council is aware of the need to avoid where possible attaching conditions to a premises licence, or club certificate, that may inadvertently deter live entertainment by imposing indirect costs of a disproportionate nature. For example, a blanket requirement that any pub providing live music entertainment must have door supervisors.

11.4 The Live Music Act 2012, the Legislative Reform (Entertainment Licensing) Order 2014 and the Deregulation Act 2015 have exempted entertainment in certain instances.

13. Live music, dancing and theatre

13.1 The Council recognises the need to encourage and promote live music, dance and theatre for the wider cultural benefit of the community, particularly for children.

13.2 When considering applications for such events and the imposition of conditions on licences or certificates, the Council will carefully balance cultural and community needs with the necessity of promoting the licensing objectives.

13.3 Consideration will be given to the characteristics of any event, including the type, scale, and duration of the proposed entertainment, especially where only limited disturbance may be caused.

14. Planning

14.1 Planning and licensing regimes will be properly separated to avoid duplication and inefficiency.

14.2 Licensing applications do not re-hear planning matters and cannot overturn planning decisions. There is no legal basis to refuse a licence because planning permission has not been granted and licensing decisions will not override decisions taken by the Planning Committee or permissions granted on appeal. There is no legal basis for the Licensing Authority to refuse a licence application because it does not have Planning permission.

14.3 There are circumstances when as a condition of planning permission a terminal hour has been set for the use of premises for commercial purposes. Where these hours are different to the licensing hours, the applicant must observe the earlier closing time. Premises operating in breach of their planning permission would be liable to prosecution under planning law.

15. Temporary Event Notices

Updated with Section 182 guidance issued November 2025.

15.1 Temporary Event Notices (TENs) will be considered in accordance with the Licensing Act 2003 and the Section 182 Guidance. Applicants must comply with the statutory requirements for notice periods, limits, and procedures. Further guidance for applicants is available on the Council's website.

15.2 There is no discretion to relax either the 10-working days' notice or the five working days' notice, so the Council encourages notice to be provided at the earliest possible time within 12 months of the proposed event date. The maximum notice of 12 months should enable the Norfolk Constabulary and the Council's Environmental Protection Team to make sensible assessment as notices made too far in advance could lead to objections that could be otherwise avoided.

15.3 The Licensing Authority will consider the updated guidance in paragraphs 8.65–8.70 (Nov 2025), including the revised approach to TEN limits and assessment of risk.

16. Personal Licences

16.1 An application for a personal licence and disclosure of convictions and declaration form should be dated by the applicant within one calendar month of the application being received by the Council. This is to ensure that the information on application is as current as the basic disclosure.

16.2 If the Police object to the grant of a personal licence on the grounds of crime prevention, the matter will be referred to a Licensing Sub-Committee for determination.

16.3 The Policing and Crime Act 2017 gives licensing authorities discretionary power to revoke or suspend personal licences. The process which must be undertaken by the Licensing Authority is set out in section 132A of the 2003 Act. The final decision to revoke or suspend a personal licence will be made by the Licensing Committee or Licensing Sub-Committee.

17. Premises Licence and Club Premises Certificate Applications

17.1 Applications for the grant or variation of a premises licence or club premises certificate should be accompanied by a plan, which will be endorsed and issued with the premises licence/club premises certificate

17.2 Applications must comply with the statutory requirements of the Licensing Act 2003 and associated regulations. Further guidance on application requirements and procedures is available on the Council's website.

17.3 Where applications must be advertised, licensing officers will routinely require eveidence that public notices are displayed as legally required during the validation process.

18. Review process

18.1 The review process represents a key protection for the community, where problems associated with the licensing objectives are occurring after the grant or variation of a premises licence. At any stage, following the grant of a premises licence, a responsible authority, or other persons, may apply to the Council to review the licence because of a matter arising at the premises in connection with any of the four licensing objectives.

18.2 In every case, the representation must relate to premises for which a premises licence exists and must be relevant to the promotion of the licensing objectives. After a licence or certificate has been granted or varied, a complaint relating to a general (crime and disorder) situation in a town centre should not be regarded as a relevant representation unless it can be positively tied or linked by a causal connection to the premises, which would allow for a proper review of the licence or certificate. For instance, a geographic cluster of complaints, including along transport routes related to an individual public house and its closing time could give grounds for a review of an existing licence as well as direct incidents of crime and disorder around a that public house.

18.3 The Council recognises that the promotion of the licensing objectives relies heavily on a partnership between licence holders, authorised persons, other persons and responsible authorities in pursuit of common aims. It is therefore equally important that reviews are not used to drive a wedge between these groups in a way that would undermine the benefits of co-operation.

18.4 The Council encourages the good practice for authorised persons and responsible authorities to give licence holders early warning of their concerns about problems identified at the premises concerned and of the need for improvement. A failure to respond to such warnings is likely to lead to a decision to request a review.

18.5 Where the request originates from other persons, such as. a local resident, residents' association, local business, or trade association – the Council will first consider whether the complaint made is relevant, vexatious, frivolous or repetitious.

19. Responsible Authorities and other persons

19.1 Responsible Authorities are public bodies that are statutory consultees that must be notified of licensing applications. A list of the responsible authorities in respect of applications and notices made to the Council can be found on the following link:

For all premises, Responsible Authorities include:

- The Licensing Authority
- The Chief Officer of Police - Norfolk Constabulary
- The local fire and rescue authority – Norfolk Fire Service
- The relevant enforcing authority under The Health and Safety at Work etc. Act 1974 – HSE or NNDC Environmental Protection
- Environmental Heath
- Planning
- Social Services- responsible for, or interested in, matters relating to the protection of children from harm
- Public Health – Norfolk County Council
- Trading Standards – Norfolk County Council
- Home Office Immigration Enforcement (on behalf of the Secretary of State)

19.2 When dealing with licensing applications for premises licences and club premises certificates the Council is obliged to consider representations from two categories of persons, referred to as Responsible Authorities and 'other persons.' This allows for a broad range of comment to be received both for and against licensing applications.

19.3 The Council has carefully considered its role as the Licensing Authority, as a Responsible Authority under the Act. It will achieve a separation of responsibilities through procedures and approved delegations within the authority to ensure procedural fairness and eliminate conflicts of interest. A separation is achieved by allocating distinct functions (i.e. those of Licensing Authority and Responsible Authority) to different officers within the Public Protection Team. The Council does not act as a Responsible Authority on behalf of third parties but accepts that there may be exceptional circumstances where this approach may be required.

20. Promotion of Equality

20.1 The Council recognise that the Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment, and victimisation; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics. The protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

20.2 **Our commitment to equality:**

NNDC ensures that all licensing decisions are fair and accessible.

How we do this:

- We carry out Equality Impact Assessments for all major policy changes
- Application forms and guidance are available in accessible formats
- We provide support for applicants with disabilities or language barriers
- We monitor outcomes to prevent discrimination

Example:
If a premises needs adjustments for wheelchair access, we work with the applicant to ensure compliance and support.

The Licensing Authority will make reasonable adjustments to ensure that all parties can participate effectively in the licensing process, including:

- provision of accessible documentation formats where requested
- support for individuals with disabilities or language needs
- flexibility in hearing arrangements where appropriate
- requests for adjustments will be considered on a case-by-case basis.

20.3 Information on the Council's approach and compliance with the Equalities Act 2010 can be found on the Council's website.

21. Administration, Exercise and Delegation of Functions

21.1 The Council will be involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.

21.2 Appreciating the need to provide a speedy, efficient, and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established Sub-Committees to deal with them.

21.3 Further, with many of the decisions and functions being purely administrative in nature, the grant of non-contentious applications, including for example, those licences and certificates where no representations have been made, has been delegated to Council Officers. The Council accepts the Secretary of State's recommendation and delegation will be achieved as set out in Annex A. Any case can be referred to the relevant committee by an officer, if considered appropriate under the circumstances.

21.4 Regulation 24 of the Licensing Act 2003 (Hearings) Regulations requires the Council to give all parties at the licensing hearings an equal maximum period of time to present their case. For the purpose of this regulation it is the Council's policy that a maximum of 15 minutes will be allowed unless varied at the Chairman's discretion to allow flexibility where necessary.

21.5 Copies of applications and letters of representation will be included within the report to the Licensing Sub-Committee and distributed prior to hearings. Applicants, Responsible Authorities, and other persons wishing to present additional evidence in support of their application or representation should do so at least 3-working days before the hearing starts. Failure to do so may result in the Licensing Sub Committee disregarding this additional information.

21.6 Late evidence will be considered at the discretion of the Licensing Sub-Committee, having regard to fairness, relevance, and the rights of all parties.

22. Other Relevant Matters

22.1 Adult entertainment - The Licensing Authority has adopted Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 and premises offering regular entertainment of a sexual nature must be licensed as a sex establishment under those provisions.

22.2 The Council acknowledges that there is an exemption which allows sexual entertainment to be provided at premises licensed under the Licensing Act 2003, if it is on no more than 11 occasions within 12 months and with at least 1 month between each occasion. Premises using this exemption should ensure that procedures are in place to exclude children when entertainment of this nature is offered.

22.3 Gaming machines in licensed premises – automatic entitlement. There is provision in the Gambling Act 2005 (GA2005) for premises licensed to sell alcohol for consumption on the premises to automatically have two gaming machines of category C and/or D.

22.4 Gaming Machine Permit – If a premises wishes to have more than 2 machines of categories C and/or D, then it needs to apply for a permit and the Council will consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission under Section 25 of the Act, and such matters as the licensing officers consider relevant.

22.5 Exempt Gaming – Premises licensed under the Licensing Act 2003 may offer gaming such as poker and bingo provided the stakes and prizes do not exceed permitted levels. Details of these limits are available from the Council or the Gambling Commission.

22.6 Data Protection - The Licensing Authority will process personal data in accordance with the UK General Data Protection Regulation and the Data Protection Act 2018. Personal data will only be collected, used and retained where necessary for the exercise of licensing functions and will be handled in line with the Council's data protection and information governance policies.

22.7 **Martyn's Law (Terrorism (Protection of Premises) Act 2025) – Updated Guidance**

What is Martyn's Law?

Martyn's Law is new legislation designed to improve security and protect the public from terrorism at certain premises and events. It applies to venues, public spaces, and events where large numbers of people gather.

Prior to commencement of the Terrorism (Protection of Premises) Act 2025, references to Martyn's Law are limited to awareness-raising and signposting to national guidance. No requirements, checks or enforcement activity will be undertaken until statutory duties formally come into force The following:

Who Does It Affect?

- Standard Tier: Premises with a capacity of 200–799 people.

- Enhanced Tier: Premises with a capacity of 800 or more people.

What Do You Need to Do?

All affected premises should:

- Carry out a terrorism risk assessment.
- Put in place proportionate security measures.
- Train staff on how to respond to a terrorist threat.
- Develop and maintain a security plan.

Enhanced Tier premises will also:

- Appoint a designated person responsible for security.
- Share security information with staff and relevant authorities.
- Review and update security plans regularly.

How Will NNDC Support You?

- NNDC will provide guidance and signpost resources to help you comply with Martyn's Law.
- Once the law comes into force, our Licensing Team will check that risk assessments and security plans are in place when you apply for or renew a licence.
- We will work with the Police and other agencies to support venues and ensure compliance.

When Does This Start?

- Martyn's Law received Royal Assent in April 2025.
- There will be an implementation period of at least 24 months before enforcement begins.
- Further statutory guidance will be published by the Home Office.

Where to Find More Information

- www.gov.uk/government/publications/martyns-law
- NNDC Licensing Team: licensing@north-norfolk.gov.uk | 01263 513811

23. Portman Group Code of Practice

The Portman Group operates, on behalf of the alcohol industry, a Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Council commends the Code. Further details of the Portman Group Code of Practice can be found at Annex B.

24. Entitlement to Work in the UK

24.1 Following an amendment to the 2003 Act by the Immigration Act 2016, individuals applying for a personal licence, a premises licence for the sale of alcohol or late-night refreshment, must be entitled to work in the UK. If the applicant is not entitled to work in the UK then the application must be rejected. However, this requirement does not apply to a premises licence for entertainment only, a club premises certificate, or a TEN.

24.2 The Council in its role as the Licensing Authority will require applicants for the relevant licences to provide appropriate documented proof that they have permission to be in the UK and to undertake work in a licensable activity.

24.3 Responsible Authorities will be consulted as defined in Licensing Act 2003, Section 13(4) (as amended by Immigration Act 2016 for Home Office role). Applicants should serve copies of relevant applications on all Responsible Authorities under the Licensing Act 2003 (Premises Licences and Club Premises Certificates) Regulations 2005. Where applications are made online, NNDC will serve the application to the responsible authorities on behalf of the applicant.

24.4 Responsible authorities as at time of publication:

The Licensing Authority
Licensing Authority
North Norfolk District Council
Council Offices, Holt Road, Cromer, NR27 9EN
Tel: 01263 516189
Email: licensing@north-norfolk.gov.uk

Norfolk Constabulary Licensing Team
Bethel Street Police Station, Floor 3, Bethel Street, Norwich, NR2 1NN
Tel: 01603 276024
Email: licensingteam@norfolk.pnn.police.uk

Norfolk Fire and Rescue Service
Group Manager Eastern, Friars Lane, Great Yarmouth, Norfolk, NR30 2RP
Tel: 01493 843212
Email: Gtyar@fire.norfolk.gov.uk

Environmental Health Authority
Environmental Health Dept., North Norfolk District Council
Holt Road, Cromer, Norfolk, NR27 9EN
Tel: 01263 513811
Email: public.protection@north-norfolk.gov.uk

Planning Authority
North Norfolk District Council Planning Department
Holt Road, Cromer, Norfolk, NR27 9EN
Tel: 01263 513811
Email: planning@north-norfolk.gov.uk

Social Services (Children's Safeguarding)
Norfolk Safeguarding Children Partnership
Room 60, Lower Ground Floor, County Hall, Martineau Lane,
Norwich, NR1 2DH
Tel: 01603 223409

Public Health
Norfolk County Council Public Health Team
Room 210, 2nd Floor North Wing, County Hall, Martineau Lane, Norwich, NR1 2DH
Tel: 01603 638300
Email: licensingapplications@norfolk.gov.uk

Trading Standards
Norfolk County Council Trading Standards
County Hall, Martineau Lane, Norwich, NR1 2DU
Tel: 0844 800 8013
Email: trading.standards@norfolk.gov.uk

Home Office – Immigration Enforcement (Alcohol Licensing Team)
Lunar House, 40 Wellesley Road, Croydon, CR9 2BY
Email: IE.licensing.applications@homeoffice.gov.uk

25. Further Advice

25.1 Information and advice on all aspects of licensing can be obtained by either:

- Visiting the Council's website www.north-norfolk.gov.uk
- By email to licensing@north-norfolk.gov.uk
- By telephone 01263 513811
- By writing to:
  Licensing Team
  North Norfolk District Council
  Holt Road
  Cromer
  Norfolk
  NR27 9EN

25.2 The Licensing Act 2003 and Guidance issued under Section 182 can be viewed on the Home Office website

Annex A: Table of Delegations of Licensing Functions

Under the Constitution, the **Assistant Director (Environmental Health & Leisure) is delegated all functions under s.10 Licensing Act 2003 and s.154 Gambling Act 2005**, except where law or guidance requires the matter to be decided by Members.

Delegation of functions is exercised in accordance with the Council's Constitution. Officers determine unopposed and administrative matters. The Licensing Sub-Committee determines matters where relevant representations have been received or where statute requires Member determination. Nothing in this table prevents any matter being referred to Members where appropriate in the interests of fairness or public confidence.

Matter	Sub-committee	Officers
Application for a personal licence	If a Police Objection	If no objection made
Application for personal licence with unspent convictions	All cases where Police object	All cases where no objections received
Application for premises licence/ club premises certificate	If a relevant representation made	If no relevant representation made
Application for provisional statement	If a relevant representation made	If no relevant representation made
Application to vary premises licence/club premises certificate	If no relevant representation made	If no relevant representation made
Application to vary Designated Premises Supervisor	If a Police Objection	All other cases
Request to be removed as Designated Premises Supervisor		All cases
Application for transfer of premises licence	If a Police Objection	All other cases
Application for interim authorities	If a Police Objection	All other cases
Application to review premises licence/club premises certificate	All cases	
Decision on whether a complaint is irrelevant, frivolous, vexatious, etc		All cases
Decision to object when local authority is a consultee and not the relevant authority considering the application	Referral to sub-committee by exception, where Assistant Director considers Member direction necessary	All cases
Determination of a police objection to a Temporary Event Notice	All cases	
Decision whether to consult other responsible authorities on minor variation application		All cases
Determination of minor variation application		All cases
Minor variation to a premises licence/club premises certificate	Does not apply	All cases

Annex B: The Portman Group Code of Practice

The Council supports the Portman Group's Codes of Practice on how alcoholic drinks are named, packaged, promoted and sponsored. These Codes aim to make sure alcohol is marketed responsibly and only to people aged 18 or over. More information is available at www.portmangroup.org.uk/codes-of-practice

Complaints about alcohol products are reviewed by an Independent Complaints Panel, and the Panel's decisions are published on the Portman Group website, in trade publications and in the Group's annual report.

If a product's packaging or advertising is found to break the Code, the Portman Group can issue a Retailer Alert Bulletin. This asks retailers not to restock the product or display the advertising until the company has taken action to comply with the decision.

The Code helps protect children from harm because it prevents alcohol from being named, designed or promoted in a way that could appeal to them. The Council supports the use of the Code.

Annex C: Model Pool of Conditions - Public Safety

(Licensing Act 2003)

The conditions listed in this Annex form a model pool that may be applied, where appropriate, to promote the Public Safety licensing objective. Conditions should always be tailored to the individual premises, proportionate to the risks identified, and consistent with Revised Guidance issued under Section 182 of the Licensing Act 2003.

Important note on conditions. The conditions set out in this annex are illustrative examples only. They will not be applied as standard or default conditions. Any condition attached to a licence must be necessary, proportionate, evidence-based and appropriate to the individual premises.

1. Fire Safety and Emergency Arrangements

1.1 The licence holder may be required to demonstrate that all fire safety equipment, including alarms, extinguishers and emergency lighting, is installed, tested and maintained in accordance with current fire safety legislation.

1.2 All escape routes and exits shall be maintained free from obstruction and clearly signed at all times.

1.3 Staff receive fire safety and emergency evacuation training before commencing duties and at least annually thereafter.

1.4 A written fire risk assessment should be kept on the premises and made available to authorised officers upon request.

2. Occupancy Capacity and Crowd Management

2.1 The occupancy of the premises should not exceed the maximum capacity agreed with the Licensing Authority or Norfolk Fire and Rescue Service.

2.2 A system of counting persons entering and leaving the premises shall be used during busy periods to ensure capacity is not exceeded.

2.3 Where the premises reaches capacity, entry must be managed on a “one in, one out” basis.

2.4 Staff or stewards will be positioned at key areas (for example exits or stairwells) to prevent overcrowding and ensure orderly movement of patrons.

3. First Aid and Incident Reporting

3.1 An adequate number of trained first aiders must be on duty during all hours of operation.

3.2 A suitably stocked first aid kit should be provided and maintained.

3.3 An incident log must be maintained detailing accidents, injuries, medical incidents, and any action taken. This log must be available to authorised officers upon request.

3.4 Where required by the Licensing Authority, a defibrillator must be provided and staff trained in its safe use.

4. Safety of Glassware and Hazardous Items

4.1 Drinks should be served in polycarbonate or other non glass containers where a risk assessment identifies glass as a potential safety hazard.

4.2 Broken glass shall be cleared immediately and disposed of safely.

4.3 Where candles, pyrotechnics or special effects are used, a risk assessment must be completed and appropriate safety measures implemented.

5. Building Safety, Lighting and Ventilation

5.1 Adequate lighting will be provided and maintained throughout the premises to ensure safe access and egress.

5.2 Ventilation systems should be maintained to ensure that internal areas remain safe and comfortable.

5.3 Any defective or unsafe fixtures, fittings or equipment to be repaired promptly, with unsafe areas secured until repairs are completed.

6. Safe Dispersal and External Areas

6.1 The premises shall operate a written dispersal policy to promote the safe and quiet departure of patrons at closing time.

6.2 External areas, including queues, smoking areas, and exits, will be supervised during busy periods to minimise hazards and maintain public safety.

6.3 Outdoor lighting must be sufficient to enable customers to leave the premises safely.

7. Communication with Emergency Services

7.1 The licence holder will maintain effective communication with emergency services, including Norfolk Police and relevant health services.

7.2 Staff to be trained to call emergency services promptly when required.

7.3 Premises shall provide floor plans, emergency routes and other relevant information to emergency services upon request.

8. Event and Activity Specific Measures

8.1 For large or higher risk events, an Event Management Plan (EMP) should be prepared and provided to the Licensing Authority upon request.

8.2 Temporary structures (such as staging, marquees or specialist equipment) must be installed and maintained in accordance with applicable safety standards and certifications.

8.3 Additional stewarding or security staffing levels may be required based on the nature and scale of the event.

9. Staff Training and Competency

9.1 All staff must receive induction training covering emergency procedures, recognising vulnerable persons, basic first aid awareness, evacuation processes and incident reporting.

9.2 Training must be recorded and refresher training provided at least annually.

9.3 Records will be made available for inspection by authorised officers.

Annex D: Model Pool of Conditions – Crime and Disorder

(Licensing Act 2003 – Prevention of Crime & Disorder)

The following conditions may be applied where appropriate to promote the Prevention of Crime and Disorder objective.

1. CCTV

1.1 A digital CCTV system shall be installed and maintained, covering all entry and exit points and key circulation areas.

1.2 Images will be retained for a minimum of 31 days and made available to authorised officers and Norfolk Police on request.

1.3 A trained member of staff must be available on the premises to operate the system.

2. Door Supervisors & Staffing

2.1 SIA-registered door supervisors shall be deployed at times identified by risk assessment or as directed by the Licensing Authority or Norfolk Police.

2.2 A door staff logbook must be maintained and kept on site.

3. Drugs & Searching

3.1 The premises will operate a written search policy, including random searches when appropriate.

3.2 Any drugs found must be stored securely and handed to Norfolk Police as soon as practicable.

3.3 Notices advising customers of the search policy must be clearly displayed.

4. Incident & Refusals Logs

4.1 An incident log must record crime related incidents, ejections, refusals, disorder, spiking reports and interactions with emergency services.

4.2 Logs must be kept for at least 12 months and made available to authorised officers.

5. Lighting & External Surveillance

5.1 External areas must be illuminated sufficiently to deter crime and aid CCTV.

6. Staff Training

6.1 All staff shall receive training in conflict management, identifying vulnerability, refusing service, and safeguarding.

6.2 Training must be refreshed at least annually and recorded.

7. Anti Spiking Measures

7.1 Free spiking prevention aids (e.g., cup covers) must be made available.

7.2 Staff to follow an agreed procedure when a patron reports suspected spiking.

Annex E: Model Pool of Conditions – Prevention of Public Nuisance

Important note on conditions: The conditions set out in this annex are illustrative examples only. They will not be applied as standard or default conditions. Any condition attached to a licence must be necessary, proportionate, evidence-based and appropriate to the individual premises.

(Licensing Act 2003 – Public Nuisance Objective)

1. Noise Control

1.1 Noise from regulated entertainment will be controlled so it does not cause disturbance to nearby residents.

1.2 A noise limiter must be installed, set and sealed in agreement with Environmental Protection where appropriate.

1.3 All external doors and windows shall remain closed during regulated entertainment, except for access and egress.

2. Outdoor Areas

2.1 Use of external seating or smoking areas must cease or be reduced at specified hours.

2.2 Clear signage will instruct customers to keep noise to a minimum when outside.

3. Deliveries, Collections & Waste

3.1 Bottle and waste collections must not take place between 22:00 and 07:00.

3.2 Deliveries must be scheduled to avoid late night disturbance.

4. Music & Entertainment Management

4.1 Any outdoor music will cease by the time specified or be played at background level only.

4.2 Low frequency noise controls must be applied where nearby residents may be affected.

5. Staff & Customer Management

5.1 Staff will monitor queues and smoking areas to minimise noise.

5.2 A dispersal policy must be in place to ensure patrons leave quietly.

6. Lighting

6.1 External lighting must not cause glare or light pollution to neighbouring properties.

Annex F: Model Pool of Conditions – Protection of Children from Harm

Important note on conditions: The conditions set out in this annex are illustrative examples only. They will not be applied as standard or default conditions. Any condition attached to a licence must be necessary, proportionate, evidence-based and appropriate to the individual premises.

The following are examples of premises that will raise concern:

- Where there have been convictions for serving alcohol to minors or with a reputation for allowing underage drinking or proxy sales
- There is a known association with drug taking or dealing
- It is known that unaccompanied children have been allowed access where adult entertainment is provided.
- In some cases, the premises are used exclusively or primarily for the sale of alcohol for consumption on the premises.

(Licensing Act 2003 – Protection of Children Objective)

1. Age Verification

1.1 A Challenge 25 age verification scheme will be operated.

1.2 Only nationally recognised photo ID (passport, photocard driving licence, PASS card) may be accepted.

1.3 A refusals register must be maintained and made available to authorised officers.

2. Children on Premises

2.1 Children shall not be permitted on the premises after [specified hour] unless supervised by a responsible adult.

2.2 Children must not be permitted in areas where adult entertainment or strong language is present.

3. Staff Training

3.1 All staff must receive safeguarding training, including recognising signs of exploitation, vulnerability, and intoxication in young people.

3.2 Training records must be kept and refreshed annually.

4. Unaccompanied Children

4.1 Unaccompanied children must not be permitted on the premises after [specified hour].

4.2 Staff must follow a written welfare procedure where a child appears at risk or abandoned.

5. Restricting Access to Films / Performances

5.1 Admission to film exhibitions must comply with BBFC classifications or local authority ratings.

5.2 Any performance unsuitable for children must be clearly advertised as such.

6. Preventing Exposure to Harmful Activities

6.1 Gaming machines permitted under the licence will be located where they can be monitored by staff.

6.2 Notices on gambling age restrictions shall be displayed prominently.

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AMENDMENTS TO THE COUNCIL'S CONSTITUTION – PREPARING FOR THE INTRODUCTION OF THE NATIONAL SCHEME OF DELEGATION FOR PLANNING APPLICATIONS	
Executive Summary	This report sets out proposed changes to the Council's Constitution linked to a new national scheme of delegation following introduction of planning regulations which come into effect on 31 October 2025.
Options considered	• **Option One – Do Nothing (Not Recommended)** • **Option Two – Accept the proposed amendments to the Constitution in full (Recommended)** • **Option Three – Accept some of the proposed amendments to the Constitution and/or make substantive amendments (Not Recommended)**
Consultation(s)	Consultation with relevant officers has been undertaken including, but not limited to: • Eastlaw • Assistant Director Planning • Section 151 Officer
Recommendations	• **To Approve "Option Two" – Accept the proposed amendments to the Council's Constitution in full.**
Reasons for recommendations	To ensure that the Council's Constitution is fully compliant with legal requirements coming into effect on 31 October 2026.
Background papers	N/A

Wards affected	All
Cabinet member(s)	All
Contact Officer	Geoff Lyon, Development Manager Geoff.lyon@north-norfolk.gov.uk

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	Is the item exempt - No
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

1.1. To set out proposed changes for consideration and review of the Constitution Working Party, and seek approval for the proposed changes to the Council's Constitution.

2. Introduction & Background

2.1. The Local Government Act 2000 mandates that Councils with executive arrangements maintain a Constitution.

2.2. The Constitution specifies how the Council functions, how decisions are made and the procedures for ensuring efficiency, transparency and accountability.

2.3. A well-developed Constitution is crucial for good governance, effective management and responsible stewardship of public funds.

2.4. The proposed changes set out at **Appendix A** are aimed at ensuring that the Council's Constitution meets the needs of these requirements.

2.5. On 01 June 2026, government issued draft regulations known as the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026 [hereinafter referred to as the Planning Regulations]. These regulations come into effect on 31 October 2026. A copy of the Regulations is attached as **Appendix B**.

2.6. The Planning Regulations introduce a new national scheme of delegation. The national scheme of delegation specifies that some planning application types will never be determined by Development Committee and that some planning applications types **may** be determined by Development Committee subject to a "gateway test".

2.7. It is for each Council to re-draft its Constitution to accord with the Planning Regulations and each Council is free, to some extent, to define their own gateway test provided that such a test accords with the regulations.

2.8. Government guidance has made clear that "…where local planning authorities do not comply with the Regulations from the date they come into force (31 October 2026) and their planning committees make decisions on applications which must be delegated [to] officers, those decisions may be subject to judicial review by anyone aggrieved by the decision. This may lead to the quashing of the decision."

2.9. Amendments to the Constitution proposed within this paper are therefore required to ensure planning decisions made after the 31 October 2026 are legally compliant in accordance with the Planning Regulations.

3. Proposals and Options

3.1. Option One – Do Nothing (Not Recommended)

3.2. Ignoring the Planning Regulations and not amending the Constitution to reflect the new national scheme of delegation requirements is not recommended as this will increase the risk of legal challenge to any planning decisions issued by the Local Planning Authority not in accordance with the regulations.

3.3. Option Two – Accept the proposed amendments to the Constitution in full (Recommended)

3.4. A copy of the proposed amendments to the Constitution are attached as **Appendix A**.

Explanatory Notes –

3.5. The proposed amendments set out at **Appendix A** would replace paragraphs 6.2 to 6.9 of Part 2 (Functions which are Delegated to Officers) within Chapter 6 of the current Constitution (March 2026 version – pages 94 to 97).

3.6. Paragraph 6.3 provides further clarity on the statutory functions delegated to the Director for Service Delivery

3.7. Paragraphs 6.4 to 6.7 "Conditions" specifies a set of conditions under which the scheme of delegation operates including at condition:

a) Para 6.4 sets out the types of application that **MUST** be determined under powers delegated to the Director for Service Delivery without determination by the Development Committee (see application types 1) to 15));
b) Para 6.5 sets out the types of application that **MUST** be determined under powers delegated to the Director for Service Delivery without determination by the Development Committee **unless** the application passes the **"Gateway Test"** (see application types 1) to 10));
c) Para 6.6 sets out the types of application submitted by or on behalf of the District Council and guidance as to when such applications should be referred to Development Committee;
d) Para 6.7 sets out guidance on how planning applications submitted by Members and Officers of the Council or close family relatives shall be considered;

3.8. Paragraph 6.8 sets out the "**Gateway Test**" and how it will function and paragraph 6.9 sets out the **"Gateway Test" Guidance** to be considered when undertaking the gateway test. The gateway test builds on elements of the current existing scheme of delegation allowing local members to make a case as to why an application should be referred to Development Committee but the final call-in decision rests with the Nominated Member and Nominated Officer having regard to the relevant gateway test guidance.

3.9. Guidance issued by government on 01 June 2026 in relation to who should be carrying out the gateway test sets out that:

"For the purposes of considering referral of applications to committee:

a. the nominated officer should be the Chief Planning Officer or equivalent officer who has extensive professional planning experience. However, local planning authorities will also need to ensure they have other senior planning officers who can provide cover if needed to avoid any unnecessary delays in the referral process (or where there is an own interest application and the Chief Planning Officer or equivalent officer has an interest it).

b. the nominated member should be the chair of the planning committee or, where such a role does not exist, the vice chair or equivalent member. As in the case of nominated officers, the authority will need to ensure there are arrangements in place for other members to cover should the nominated member not be available (or where there is an own interest application and the nominated member has an interest in it)."

Whilst the guidance also says *"It is for individual local planning authorities to put in place their own arrangements for how the consideration of cases for referral to committee will operate in practice,"* the gateway test and guidance set out at paragraphs 6.8 and 6.8 is drafted having given full regard to the government guidance in terms of suggested member involvement.

3.10. Paragraph 6.9 "Notes" sets out a series of notes 1) to 5) designed to aid Officers and Members when interpreting conditions set out across paragraphs 6.4 to 6.7.

3.11. Paragraphs 6.10 provides clarity that all other functions not listed across paragraphs 6.3 to 6.9 are delegated to the Director for Service Delivery.

3.12. Option Three – Accept some of the proposed amendments to the Constitution and/or make substantive amendments (Not Recommended)

3.13. Whilst Officers note that the final decision on Constitution wording rests with Full Council, the ability to amend wording beyond that set out at Appendix B is limited to a significant degree by a need to ensure compliance with the Planning Regulations. There is scope to refine the "Gateway Test" but it needs to function effectively without adding significantly to bureaucratic processes which could delay application determinations leading to adverse departmental performance in relation to speed. The gateway test as drafted seeks to find an acceptable balance between enabling local member involvement in committee call-ins without resulting in too many call-ins adding unnecessarily to officer and member workloads.

4. Corporate Priorities

4.6. **A Strong, Responsible & Accountable Council** – Having a Constitution that is legally and procedurally correct supports the Council's corporate priority to be a strong, responsible and accountable Council.

5. Financial and Resource Implications

5.1. Decisions made which do not comply with the Regulations from the date they come into force (31 October 2026) may be subject to judicial review by anyone aggrieved by the decision. This may lead to the quashing of the decision with associated financial implications in defending decisions.

5.2. Resource implications would result from having to re-determine applications made not in accordance with the regulations (Officer time, Committee time).

Comments from the S151 Officer:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.

6. Legal Implications

6.1. See 5.1 above.

Comments from the Monitoring Officer

"The new Regulations make changes as to which applications must or may be determined by officers, and which are for determination by the Development Committee. Statutory guidance supports the Regulations, giving further detail as to how they should be interpreted. As the changes come into force on 31 October 2026 our Constitution needs amending to reflect the requirements of the Regulations and guidance"

7. Risks

7.1. See 5.1 above

7.2. Reputation damage / risk will occur associated with planning decisions made which do not comply with the Regulations.

8. Net Zero Target

8.1. The Climate Impact Assessment Tool has been completed and the proposed changes to the Council's Constitution raise no matters requiring mitigation. The reduction in planning items being referred to Development Committee associated with a new Constitution resulting from revised Planning Regulations and a national scheme of delegation is expected to see a very modest reduction in the number of Development Committee meetings taking place each year with associated carbon savings linked to a reduction in the need for DM Committee participants having to commute to the Council Offices to participate in the meetings.

9. Equality, Diversity & Inclusion

9.1. With reference to the Council's Equality, Diversity and Inclusion strategy, the proposed changes to the Constitution help to ensure that the Council meets its obligations under the Equality Act 2010 and the Public Sector Equality Duty and has been written in a way that is considered to be gender neutral.

10. Community Safety issues

10.1. The proposals do not give rise to any Community Safety issues.

Conclusion and Recommendations

It is important to consider the proposed changes to the Constitution and to ensure that the Constitution enables the Council to meet its legal obligations in relation to determination of planning applications in accordance with new regulations.

It is recommended that the Constitution Working Party recommends Full Council to:

- **Approve "Option Two" – Accept the proposed amendments to the Council's Constitution in full.**

Determination of Planning and Listed Building Applications

6.2. Reserved to: Development Committee

6.3. Default Delegation to: Director for Service Delivery
To undertake all statutory functions of the Council acting as Local Planning Authority including to determine all planning and listed building applications and related matters, advert consent applications, certificate of lawful use / development applications, all tree and hedgerow matters including making Tree Preservation Orders, prior approval applications, screening and scoping opinions, Habitats Regulations Assessment and the service of any notices in relation to any of the functions delegated including the serving of all types of planning enforcement notice.

Conditions:

6.4 Except in relation to applications submitted in the circumstances set out in paragraphs 6.6 and 6.7, the following application types **MUST** be determined under powers delegated to the Director for Service Delivery without determination by the Development Committee. Such applications are prescribed within **Schedule 1** of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026 (as amended) and include:

1) An application made under section 17(1) of the Land Compensation Act 1961 (certificates of appropriate alternative development);
2) An application made under section 26H(1) of the Listed Buildings Act (certificate of lawfulness of proposed works)
3) A householder application;
4) A minor commercial application;
5) A minor residential application;
6) An application for permission in principle;
7) (1) An application made under section 73(1) of TCPA 1990 (application to develop land without compliance with conditions previously attached) in respect of which the original planning permission was a Schedule 1 planning permission.
(2) In this paragraph— "original planning permission" means a planning permission which is the first in a sequence of two or more planning permissions, where the second and any subsequent planning permissions were granted under section 73(1) of TCPA 1990; "Schedule 1 planning permission" means a planning permission granted pursuant to an application which is of a kind specified in this Schedule;

8) An application made under section 96A(4) of TCPA 1990 (non-material changes to planning permission or permission in principle);
9) (1) In respect of a planning obligation that the authority concerned considers is connected with a Schedule 1 approval—
    a) a request to agree to modify or discharge that obligation under section 106A(1)(a) of TCPA 1990;
    b) an application to modify or discharge that obligation under section 106A(3) of TCPA 1990;

    (2) In this paragraph, "Schedule 1 approval" means any permission, agreement, consent or approval (other than a planning obligation) pursuant to an application which is of a kind specified in Schedule 1 of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026;
10) An application made under section 191(1) of TCPA 1990 (certificate of lawfulness of existing use or development);
11) An application made under section 192(1) of TCPA 1990 (certificate of lawfulness of proposed use or development);
12) The submission of a biodiversity gain plan under paragraph 13(2)(a) of Schedule 7A to TCPA 1990;
13) (1) A reserved matters approval application in respect of an outline planning permission other than a large outline permission.

    (2) In this paragraph "large outline permission" means an outline planning permission which permits development involving either or both of—
    a) the provision of 500 or more dwellings;
    b) the provision of a building or buildings where the floorspace to be created by the development is 50,000 square metres or more;
14) An application made under article 27(1) of DMPO (applications made under a planning condition); and
15) An application pursuant to provision in Schedule 2 to the Town and Country Planning (General Permitted Development) (England) Order 2015 for—
    a) prior approval, or
    b) determination as to whether prior approval is required.

6.5 Except in relation to applications submitted in the circumstances set out in paragraphs 6.6 and 6.7, the following application types **MUST** be determined under powers delegated to the Director for Service Delivery without determination by the Development Committee **unless** the application passes the "**Gateway Test**" set out at paragraph 6.8 which means that the application **MAY** be determined by the Development Committee. Such applications subject to the "**Gateway Test**" are prescribed within **Schedule 2** of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026 (as amended) and include:

1) An application for listed building consent made under section 10(1) of the Listed Buildings Act;
2) An application made under section 19(1) of the Listed Buildings Act (variation or discharge of conditions of listed building consent);
3) An application for planning permission that the authority concerned considers is connected with an application of a kind specified in paragraphs 1) or 2);
4) An application for planning permission that is not—
    a) a householder application,
    b) a minor commercial application, or
    c) a minor residential application;
5) (1) An application made under section 73(1) of TCPA 1990 (application to develop land without compliance with conditions previously attached) in respect of which the original planning permission was a Schedule 2 planning permission.
   (2) In this paragraph— "original planning permission" means a planning permission which is the first in a sequence of two or more planning permissions, where the second and any subsequent planning permissions were granted under section 73(1) of TCPA 1990; "Schedule 2 planning permission" means a planning permission granted pursuant to an application which is of a kind specified in this Schedule;
6) An application made under section 73A(1) of TCPA 1990 (planning permission for development already carried out);
7) (1) In respect of a planning obligation that the authority concerned considers is connected with a Schedule 2 approval—
    a) a request to agree to modify or discharge that obligation under section 106A(1)(a) of TCPA 1990;
    b) an application to modify or discharge that obligation under section 106A(3) of TCPA 1990.

   (2) In this paragraph, "Schedule 2 approval" means any permission, agreement, consent or approval (other than a planning obligation) pursuant to an application which is of a kind specified in Schedule 2 of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026 (as amended);
8) A reserved matters phase application;
9) An application made under regulation 9(1) of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 (application for express consent to display advertisement); or
10) An application made under regulation 16(1) of the Town and Country Planning (Tree Preservation) (England) Regulations 2012 (application for consent under tree preservation order).

6.6 All major applications submitted by or on behalf of the District Council shall be determined by Development Committee. Minor applications submitted by or on behalf of the District Council where representations have been received from external consultees or any member of the public raising material planning matters that advocate a different outcome (i.e. approval / refusal) than the Officers recommendation shall be determined by Development Committee.

6.7 Planning and listed building applications where Members of the Council; Officers of the Council or close family relatives (see note 1) of any of those people have a pecuniary interest, shall be determined by Development Committee (see exceptions at note (2)).

"Gateway Test"

6.8 Where an application is for a type of development falling within Schedule 2 of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026 (as amended) an application may be referred to Development Committee for determination subject to the following:

1) **Both** the Nominated Member **AND** Nominated Officer or their authorised substitute (see Note 3) agree that a proposal raises:
    a) One or more issues of economic, social or environmental significance to the local area; or
    b) One or more significant planning matters having regard to the Development Plan and any other material considerations
2) In considering whether paragraph 6.8 1) a) or 6.8 1) b) above apply, the Nominated Member and Nominated Officer or their authorised substitute shall have regard to any representations made in writing by Local Member(s) (see Note 4) so long as any such representation(s) raise material planning matters and are received no later than **7 calendar days** following the end of the public consultation period (see Note 5) and so long as the relevant Local Member does not have a conflict of interest under 6.7, in which case no representation from that member shall be accepted.
3) In considering whether paragraphs 6.8 1) a) or 6.8 1) b) above apply, the Nominated Member and Nominated Officer or their authorised substitute shall have regard to the following "Gateway Test" Guidance:

6.9 **“Gateway Test” Guidance**

a) Where an application relates to a listed building consent as set out at paragraph **6.5 1) or 2)**, referral to Committee should take account of any gateway decision made in relation to any accompanying planning application (where relevant) as set out at paragraph **6.5 3)** and whether Committee referral has been requested for that application. The planning and listed building applications should both be referred to Development Committee if one of them is referred, having regard to the following advice. Referral to Committee for the listed building application should only be made based on the heritage (environmental) impact of the proposal. An application may only be called to Committee for determination where a proposal would result in substantial heritage harm or less than substantial heritage harm WITHOUT evidential public benefit to outweigh the identified harm AND where and the Officer recommendation is for approval.

b) Where an application is for a type set out at paragraph **6.5 3)**, referral to Committee should take account of any gateway decision made in relation to any accompanying listed building consent application (where relevant) as set out at paragraph **6.5 1) or 2)** and whether Committee referral has been requested for that application. The planning and listed building applications should both be referred to Development Committee if one of them is referred, having regard to the following advice. Referral to Committee for the planning application should only occur where the proposal amounts to a clear departure from the Development Plan and the Officer recommendation is for approval OR where the Officer recommendation is for refusal and there are significant matters having regard to the Development Plan and any other material considerations which could justify approval.

c) Where an application is for a type set out at paragraph **6.5 4), 5) or 6)**, referral to Committee should only occur where the proposal amounts to a clear departure from the Development Plan and the Officer recommendation is for approval OR where the Officer recommendation is for refusal and there are significant matters having regard to the Development Plan and any other material considerations which could justify approval.

d) Where an application is for a type set out at paragraph **6.5 7)**, referral to Committee should only occur in exceptional circumstances where the modification of an S106 obligation would amount to a departure from the Development Plan AND the Officer recommendation is for approval. All discharge of S106 obligation applications will be delegated to Officers.

e) Where an application is for a type set out at paragraph **6.5 8)**, referral to Committee should only occur where the reserved matters phase proposal amounts to a clear departure from the Development Plan and/or the original outline consent and the Officer recommendation is for approval OR where the Officer recommendation is for refusal and there are significant matters having regard to the Development Plan and any other material considerations which could justify approval.

f) Where an application is for a type set out at paragraph **6.5 9)**, referral to Committee should only occur where the proposal gives rise to significant amenity or public safety concerns and the Officer recommendation is for approval OR where the Officer recommendation is for refusal and there are significant matters having regard to the Development Plan and any other material considerations which could justify approval.

g) Where an application is for a type set out at paragraph **6.5 10)** referral to Committee should only be considered where five or more public representations have been received which raise material planning matters in objection to the proposal. All other applications shall be delegated to officers.

h) For the avoidance of any doubt, the gateway test does not need to be applied where the officer proposed recommendation is in general accordance with the local member representation received in accordance with paragraph 6.8 2).

Notes:

1) *For the purposes of paragraph 6.7 above, 'close family relative' means:*

- *(i) Spouse (including husband wife, civil partner, or person living with them as if they were a husband/wife/civil partner)*
- *(ii) Parent/parent of spouse*
- *(iii) Child/child of spouse*
- *(iv) Sibling/sibling of spouse*
- *(v) Niece/nephew and their spouse*
- *(vi) Grandparent and their spouse*
- *(vii) Uncle/Aunt/ first cousin and their spouse*

2) *For the purpose of paragraph 6.7 this condition only relates to planning applications (including outline, full and reserved matters applications) and listed building consent applications. This means all of the following types of application shall be determined by the Director for Service Delivery, or officer authorised by them – unless they decide not to exercise the delegation.*

- *(i) Discharges of Condition submissions*
- *(ii) Non-Material Amendment Applications*
- *(iii) Screening and Scoping Opinions*
- *(iv) Advertising Consent applications*
- *(v) Habitat Regulation Assessments*
- *(vi) Certificate of Lawful use / Development*
- *(vii) Prior approval applications under the Town & Country Planning (general Permitted Development) (Amendment) (England) Order 2015 and any subsequent amendments.*
- *(viii) Works to Trees and/or hedgerows*

3) *For the purpose of paragraph 6.8 1)* ***Nominated Member*** *means the Chair of Development Committee and* ***Nominated Officer*** *means the Assistant Director for Planning.*
Authorised Substitute Nominated Member *means either the Vice Chair of Development Committee or the Planning Portfolio Holder*
Authorised Substitute Nominated Officer *means either the Development Manager or Team Leader for Development Management.*

For the avoidance of doubt, a Nominated Member, Authorised Substitute Nominated Member, Nominated Officer or Authorised Substitute Nominated Officer shall not undertake the gateway test for applications where paragraph 6.7 applies [pecuniary interest] to that member or officer.

4) *For the avoidance of doubt, Local Members means the ward Members(s) for the area covered by the application, and it will also include - in circumstances that should first be agreed with the Committee Chair - an adjacent ward Member. Relevant circumstances are likely to include*

(i). where it is a major application and just outside the boundary of the Members ward and be likely to have a significant bearing on the adjacent Members ward; or,

(ii). the ward Councillor has a conflict of interest in the application – and has suggested their constituents approach the adjacent Member about the application; or,

(iii). the Ward Councillor is not available due to unforeseen circumstances and the adjacent Member is helping out in their absence.

5) *For the purpose of 6.8 (2), 'public consultation period' means any formal consultation period with the general public through the placing of a site notice by the Local Planning Authority which accords with the requirements set out in The Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended) but only in relation to those types of planning applications falling within scope of this condition as set out in paragraph* 6.5.

Other Decisions under Planning Legislation

6.10. All other planning functions not listed above are delegated to the Director for Service Delivery.

Draft Regulations laid before Parliament under section 333(3ZAB) of the Town and Country Planning Act 1990 (c. 8), for approval by resolution of each House of Parliament.

DRAFT STATUTORY INSTRUMENTS

2026 No.

TOWN AND COUNTRY PLANNING, ENGLAND
LOCAL AUTHORITIES, ENGLAND

The Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026

Made - - - -	*****
Coming into force - -	*31st October 2026*

The Secretary of State makes these Regulations in exercise of the powers conferred by sections 319ZZC to 319ZZE and 333(2A) and (2B) of the Town and Country Planning Act 1990(**1**).

The Secretary of State has consulted in accordance with section 319ZZE(6)(a) of that Act.

In accordance with section 333(3ZAB) of that Act, a draft of these Regulations has been laid before Parliament and approved by a resolution of each House of Parliament.

Citation, commencement, extent and application

1.—(1) These Regulations may be cited as the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026.

(2) These Regulations come into force on 31st October 2026.

(3) These Regulations extend to England and Wales, but only apply in relation to England.

Interpretation

2.—(1) In these Regulations—

"arrangements" means arrangements by local authorities under section 101 of the 1972 Act(**2**);

(**1**) 1990 c. 8. Sections 319ZZC to 319ZZE were inserted by section 54(1) of the Planning and Infrastructure Act 2025 (c. 34). Section 333(2A) was inserted by paragraph 14(2) of Schedule 6 to the Planning and Compulsory Purchase Act 2004 (c. 5). Section 333(2B) was inserted by section 130(1)(a) of the Levelling-up and Regeneration Act 2023 (c. 55).

(**2**) 1972 c. 70. See section 319ZZF(4) of the Town and Country Planning Act 1990 (c. 8), as inserted by section 54(1) of the Planning and Infrastructure Act 2025 (c. 34), for the definition of "the 1972 Act".

"committee", in relation to a relevant local planning authority(**3**), means a committee or sub-committee of that authority;

"DMPO" means the Town and Country Planning (Development Management Procedure) (England) Order 2015(**4**);

"dwelling" means a house or a flat;

"excluded flat development" means development in respect of a building containing flats, or development within the curtilage of such a building, that involves either or both of—

(a) a change of use(**5**);

(b) a change to the number of flats;

"flat" means a separate and self-contained set of premises constructed or adapted for use for the purpose of a dwelling and forming part of a building from some other part of which it is divided horizontally;

"householder application" has the same meaning as in DMPO as it has effect when these Regulations come into force(**6**);

"large outline permission" means an outline planning permission which permits development involving either or both of—

(a) the provision of 500 or more dwellings;

(b) the provision of a building or buildings where the floorspace to be created by the development is 50,000 square metres or more;

"Listed Buildings Act" means the Planning (Listed Buildings and Conservation Areas) Act 1990(**7**);

"minor commercial application" has the same meaning as in DMPO as it has effect when these Regulations come into force(**8**);

"minor residential application" means—

(a) an application for planning permission for development that—

(i) includes only dwellings and development for purposes incidental to the enjoyment of dwellings,

(ii) comprises at least one but not more than nine dwellings, and

(iii) is to be carried out on a site having an area smaller than 0.5 hectares;

(b) an application for planning permission for development (other than excluded flat development) of a building containing flats, or development within the curtilage of such a building, for any purpose incidental to the enjoyment of the flats or any of the flats; or

(c) an application for any consent, agreement or approval required by or under a planning permission, development order or local development order for development within paragraph (a) or (b);

"nominated member" has the meaning given in regulation 3;

"nominated officer" has the meaning given in regulation 3;

(**3**) See section 319ZZF(1) of the Town and Country Planning Act 1990 (c. 8) as inserted by section 54(1) of the Planning and Infrastructure Act 2025 (c. 34) for the definition of "relevant local planning authority".
(**4**) S.I. 2015/595.
(**5**) Section 55(1) of the Town and Country Planning Act 1990 (c. 8) provides that "development" includes "the making of any material change in the use of any buildings or other land".
(**6**) See regulation 2(1) of S.I. 2015/595.
(**7**) 1990 c. 9.
(**8**) See regulation 2(1) of S.I. 2015/595.

"outline planning permission" has the same meaning as in DMPO as it has effect when these Regulations come into force(**9**);

"own-interest application" has the meaning given in regulation 6;

"reserved matters" has the same meaning as in DMPO as it has effect when these Regulations come into force(**10**);

"reserved matters approval application" means an application for the approval of reserved matters;

"Schedule 1 application" means an application that—

(a) is of a kind specified in Schedule 1 to these Regulations,

(b) is not a Schedule 2 application, and

(c) is not an own-interest application;

"Schedule 2 application" means an application that—

(a) is of a kind specified in Schedule 2 to these Regulations, and

(b) is not an own-interest application;

"TCPA 1990" means the Town and Country Planning Act 1990(**11**).

(2) Where an application is to be determined by an officer of a relevant local planning authority pursuant to arrangements made under regulation 4, 5(2) or 6(3), the authority must not make arrangements that limit the officer's discretion as to how to determine that application.

(3) Where arrangements are in force under section 101(1)(b) of the 1972 Act for an application made to a relevant local planning authority ("A") to be determined by another relevant local planning authority ("B"), these Regulations apply in relation to that application as though it had been made to B instead of A.

(4) Where arrangements are in force under section 101(5) of the 1972 Act for two or more relevant local planning authorities to discharge any of their functions jointly, these Regulations apply in relation to those functions as if—

(a) references to a committee of a relevant local planning authority included references to a joint committee of those authorities;

(b) references to an officer of a relevant local planning authority included references to an officer of any of those authorities.

Nominated members and officers

3.—(1) A relevant local planning authority may nominate—

(a) a member of the authority to act as the nominated member for the purposes of regulations 5 and 6;

(b) an officer of the authority to act as the nominated officer for the purposes of regulations 5 and 6.

(2) When nominating a member or officer under paragraph (1), a relevant local planning authority may—

(a) nominate different members or officers for different purposes;

(b) provide for substitute nominated members or nominated officers.

(**9**) See regulation 2(1) of S.I. 2015/595.
(**10**) See regulation 2(1) of S.I. 2015/595.
(**11**) 1990 c. 8.

Applications that must be determined by an officer

4. A relevant local planning authority must make arrangements so that any Schedule 1 application made to that authority is determined by an officer of that authority.

Applications that may be determined by a committee or by an officer

5.—(1) A relevant local planning authority must make arrangements so that any Schedule 2 application made to that authority is determined in accordance with paragraphs (2) to (4).

(2) Any Schedule 2 application that is not referred to a committee in accordance with paragraph (3) must be determined by an officer of that authority.

(3) The nominated member and nominated officer may agree to refer a Schedule 2 application to a committee if in their view it raises—

(a) one or more issues of economic, social or environmental significance to the local area, or

(b) one or more significant planning matters having regard to the development plan and any other material considerations.

(4) In considering whether to make a referral under paragraph (3), the nominated member and the nominated officer must have regard to any relevant guidance issued by the Secretary of State under section 319ZZE(4) of TCPA 1990.

Own-interest applications

6.—(1) An own-interest application is an application to a relevant local planning authority of a kind specified in Schedule 1 or Schedule 2 to these Regulations where—

(a) the application is made (whether or not jointly with any other person) by or on behalf of—

(i) that authority,

(ii) a member of that authority, or

(iii) an officer of that authority, or

(b) in the view of the nominated member and the nominated officer, the authority or any of its members or officers otherwise has an interest in the application.

(2) A relevant local planning authority must make arrangements so that any own-interest application made to that authority is determined in accordance with paragraphs (3) to (5).

(3) Any own-interest application that is not referred to a committee in accordance with paragraph (4) must be determined by an officer of that authority.

(4) The nominated member and nominated officer may agree to refer an own-interest application to a committee.

(5) In considering whether to make a referral under paragraph (4), the nominated member and the nominated officer must have regard to any relevant guidance issued by the Secretary of State under section 319ZZE(4) of TCPA 1990.

Limit on size of committee determining applications

7. A committee determining an application pursuant to arrangements under regulation 5 or 6 must not comprise more than 13 members.

Review

8.—(1) By 31st October 2028, the Secretary of State must—

(a) carry out a review of these Regulations, and

(b) publish a report setting out the conclusions of the review.

(2) The review must, in particular—

(a) set out the objectives intended to be achieved by the review,

(b) assess the extent to which those objectives are achieved,

(c) assess whether those objectives remain appropriate, and

(d) set out any proposals for amending these Regulations.

Signed by authority of the Secretary of State for Housing, Communities and Local Government

Minister of State
Ministry of Housing, Communities and Local Government

Schedules

Schedule 1 — Regulation 4

Applications that must be determined by an officer

1. An application made under section 17(1) of the Land Compensation Act 1961 (certificates of appropriate alternative development)(**12**).

2. An application made under section 26H(1) of the Listed Buildings Act (certificate of lawfulness of proposed works)(**13**).

3. A householder application.

4. A minor commercial application.

5. A minor residential application.

6. An application for permission in principle(**14**).

7.—(1) An application made under section 73(1) of TCPA 1990 (application to develop land without compliance with conditions previously attached) in respect of which the original planning permission was a Schedule 1 planning permission.

(2) In this paragraph—

"original planning permission" means a planning permission which is the first in a sequence of two or more planning permissions, where the second and any subsequent planning permissions were granted under section 73(1) of TCPA 1990;

"Schedule 1 planning permission" means a planning permission granted pursuant to an application which is of a kind specified in this Schedule.

8. An application made under section 96A(4) of TCPA 1990 (non-material changes to planning permission or permission in principle)(**15**).

9.—(1) In respect of a planning obligation that the authority concerned considers is connected with a Schedule 1 approval—

(a) a request to agree to modify or discharge that obligation under section 106A(1)(a) of TCPA 1990 (modification and discharge of planning obligations)(**16**);

(b) an application to modify or discharge that obligation under section 106A(3) of TCPA 1990 (modification and discharge of planning obligations)(**17**).

(**12**) 1961 c. 33. Section 17 was substituted by section 232(3) of the Localism Act 2011 (c. 20) and was amended by section 189(3) of the Levelling-up and Regeneration Act 2023 (c. 55).
(**13**) Section 26H(1) was inserted by section 61 of the Enterprise and Regulatory Reform Act 2013 (c. 24).
(**14**) For the definition of "permission in principle", see section 336(1) of the Town and Country Planning Act 1990 (c. 8).
(**15**) Section 96A was inserted by section 190(2) of the Planning Act 2008 (c. 29). Subsection (4) was amended by regulation 3(4)(c) of S.I. 2017/276.
(**16**) Section 106A was inserted by section 12(1) of the Planning and Compensation Act 1991 (c. 34); section 106A(1)(a) was amended by section 34(2) of the Greater London Authority Act 2007 (c. 24).
(**17**) Section 106A(3) was amended by section 34(3) of the Greater London Authority Act 2007 (c. 24).

(2) In this paragraph, "Schedule 1 approval" means any permission, agreement, consent or approval (other than a planning obligation) pursuant to an application which is of a kind specified in this Schedule.

10. An application made under section 191(1) of TCPA 1990 (certificate of lawfulness of existing use or development)(**18**).

11. An application made under section 192(1) of TCPA 1990 (certificate of lawfulness of proposed use or development)(**19**).

12. The submission of a biodiversity gain plan under paragraph 13(2)(a) of Schedule 7A to TCPA 1990(**20**).

13. A reserved matters approval application in respect of an outline planning permission other than a large outline permission.

14. An application made under article 27(1) of DMPO (applications made under a planning condition).

15. An application pursuant to provision in Schedule 2 to the Town and Country Planning (General Permitted Development) (England) Order 2015(**21**) for—

(a) prior approval, or

(b) a determination as to whether prior approval is required.

Schedule 2 — Regulation 5

Applications that may be determined by a committee or by an officer

1. An application for listed building consent made under section 10(1) of the Listed Buildings Act (making of applications for listed building consent).

2. An application made under section 19(1) of the Listed Buildings Act (variation or discharge of conditions of listed building consent).

3. An application for planning permission that the authority concerned considers is connected with an application of a kind specified in paragraph 1 or 2.

4. An application for planning permission that is not—

(a) a householder application,

(b) a minor commercial application, or

(c) a minor residential application.

5.—(1) An application made under section 73(1) of TCPA 1990 (application to develop land without compliance with conditions previously attached) in respect of which the original planning permission was a Schedule 2 planning permission.

(2) In this paragraph—

"original planning permission" means a planning permission which is the first in a sequence of two or more planning permissions, where the second and any subsequent planning permissions were granted under section 73(1) of TCPA 1990;

(**18**) Section 191 was substituted by section 10(1) of the Planning and Compensation Act 1991 (c. 34).
(**19**) Section 192 was substituted by section 10(1) of the Planning and Compensation Act 1991 (c. 34).
(**20**) Schedule 7A was inserted by paragraph 2 of Schedule 14 to the Environment Act 2021 (c. 30).
(**21**) S.I. 2015/596.

"Schedule 2 planning permission" means a planning permission granted pursuant to an application which is of a kind specified in this Schedule.

6. An application made under section 73A(1) of TCPA 1990 (planning permission for development already carried out)(**22**).

7.—(1) In respect of a planning obligation that the authority concerned considers is connected with a Schedule 2 approval—

(a) a request to agree to modify or discharge that obligation under section 106A(1)(a) of TCPA 1990 (modification and discharge of planning obligations);

(b) an application to modify or discharge that obligation under section 106A(3) of TCPA 1990 (modification and discharge of planning obligations).

(2) In this paragraph, "Schedule 2 approval" means any permission, agreement, consent or approval (other than a planning obligation) pursuant to an application which is of a kind specified in this Schedule.

8. A reserved matters approval application in respect of a large outline permission.

9. An application made under regulation 9(1) of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 (application for express consent to display advertisement)(**23**).

10. An application made under regulation 16(1) of the Town and Country Planning (Tree Preservation) (England) Regulations 2012 (application for consent under tree preservation order)(**24**).

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations require relevant local planning authorities ("LPAs") in England (as defined by section 319ZZF(1) of the Town and Country Planning Act 1990 (c. 8) ("TCPA 1990")) to make arrangements for specified planning functions to be discharged by committees (including sub-committees) or by officers.

Regulation 4 provides that the function of determining an application of a kind listed in Schedule 1 must be delegated to an officer, unless—

- the application is also of a kind listed in Schedule 2 (for example, a minor residential application which the LPA considers is connected with an application for listed building consent), in which case regulation 5 applies, or
- the application is made by the LPA itself, or a member or officer of the LPA, or the LPA otherwise has an interest in the application (an "own-interest application"), in which case regulation 6 applies.

(**22**) Section 73A was inserted by paragraph 16(1) of Schedule 7 to the Planning and Compensation Act 1991 (c. 34).
(**23**) S.I. 2007/783.
(**24**) S.I. 2012/605.

Regulation 5 provides that the member and officer nominated by the LPA under regulation 3 may refer the function of determining an application of a kind listed in Schedule 2 to a committee, if they agree that the application raises an issue of economic, social or environmental significance to the local area, or raises a significant planning matter. Any such application not referred to a committee must be delegated to an officer. Regulation 5 does not apply to an own-interest application; regulation 6 applies instead.

Regulation 6 provides that the function of determining an own-interest application may be referred to a committee by agreement of the LPA's nominated member and nominated officer, at their discretion. Any such application not referred to a committee must be delegated to an officer.

Regulation 7 provides that any committee determining an application pursuant to these Regulations may have a maximum of 13 members.

Regulation 8 provides that the Secretary of State must undertake a statutory review of these Regulations and publish it by 31st October 2028.

In making and operating arrangements under these Regulations, section 319ZZE(4) and (5) of TCPA 1990 requires LPAs to have regard to any relevant guidance issued by the Secretary of State. Regulations 5(4) and 6(5) require nominated members and nominated officers to have regard to any such guidance when considering whether to refer an application to a committee.

A full impact assessment of the effect on the costs of business, the voluntary sector and the public sector was undertaken in relation to the primary legislation and has been published alongside this instrument, together with an explanatory memorandum, at www.legislation.gov.uk. The full impact assessment is available for inspection at the Planning Directorate, Ministry of Housing, Communities and Local Government, 2 Marsham Street, London, SW1P 4DF.

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ELECTORAL SERVICES – INCREASE TO ESTABLISHMENT	
Executive Summary	Due to increasing workload arising from unplanned national and local by-elections, the requirements of the Elections Act, preparations for Local Government Reorganisation ("LGR"), additional support provided to parish councils, enhanced annual canvass activity and anticipated electoral reforms, the Electoral Services team is seeking an increase in its staffing budget to increase the Electoral Services Officer role from 30 to 37 hours per week. These pressures are ongoing and are expected to continue over the medium term. The increase is intended to provide sufficient baseline capacity and resilience within a statutory service to ensure the Council can continue to discharge its electoral registration and election administration functions effectively. The additional annual cost is estimated at £4,293.
Options considered	**Option 1**: Continue with the current 30-hour arrangement. This would maintain the current establishment but would leave the service with limited capacity to respond to increasing statutory and operational demands, reducing resilience and increasing the risk of service pressures impacting delivery. **Option 2 (Recommended)**: Approve an increase in the Electoral Services staffing budget to increase the Electoral Services Officer role from 30 to 37 hours per week. This would strengthen capacity within the team, improve resilience and support the delivery of existing statutory responsibilities and emerging workstreams arising from electoral reform and LGR
Consultation(s)	CLT
Recommendations	It is recommended that Full Council: **Approve an increase of 7 hours in the Electoral Services staffing establishment budget and the associated growth of £4,293 per annum.**
Reasons for recommendations	The Electoral Services team delivers a statutory function. An increase in operational demand has arisen from electoral legislation, postal vote administration, annual canvass requirements and preparations for Local Government Reorganisation. The current establishment no longer fully reflects the volume and complexity of work now undertaken and the proposed increase in capacity will improve resilience, support business continuity and help ensure that electoral registration and administering elections is effectively delivered.
Background papers	N/A

Wards affected	All
Cabinet member(s)	Tim Adams
Contact Officer	Rob Henry, Senior Elections Officer

Links to key documents:	
Corporate Plan:	Developing our Communities
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

1.1 To seek approval for an increase in the Electoral Services staffing budget to facilitate an increase of 7 hours per week within the Electoral Services Officer role to provide additional capacity and resilience to meet current and anticipated service demands.

2. Introduction & Background

2.1 The Electoral Services team has operated within a reduced establishment since 2021 and has delivered significant efficiencies whilst continuing to meet its statutory responsibilities. However, the volume and complexity of work undertaken by the service has increased substantially in recent years. Key drivers include implementation of the Elections Act, unplanned elections and by-elections, enhanced annual canvass activity, additional parish council support responsibilities, preparations for electoral reform including votes at 16, and LGR.

3. Proposals and Options

3.1. The Electoral Services function is experiencing sustained growth in workload arising from legislative change, increasing regulatory requirements and preparations for wider local government reforms. A key service requirement is to ensure that sufficient capacity is available to maintain statutory electoral functions, support service resilience and respond to emerging demands in a timely and effective manner.

3.2 Upcoming changes to electoral legislation, including the extension of voting rights to younger residents and the registration of attainers, are expected to increase the size of the eligible electorate significantly. These changes will require additional planning, data management, stakeholder engagement and public awareness activity to support participation and ensure that registration processes remain accessible and effective.

3.3 The service has also assumed additional responsibilities associated with the management and publication of registers of interests. Recent legislative requirements mean that information must be reviewed and redacted before publication, creating an ongoing administrative workload that will increase processing times and require continued resource support to maintain compliance.

A further service priority is the delivery of a comprehensive annual canvass. Experience from recent elections has highlighted the importance of following up registration activity to ensure that eligible residents complete the full registration process. A fuller canvass approach is intended to improve the accuracy and completeness of the electoral register but will require additional operational capacity to deliver effectively.

3.4 Changes introduced through the Elections Act have increased the burden connected to administering postal voting. The reduction in the renewal period for postal votes has created recurring programmes of large-scale renewal activity which are resource intensive and require significant officer time to process applications and maintain the integrity of electoral records.

3.4 Two options have been identified.

Option 1: To maintain existing staffing capacity, which would require the service to absorb the additional workload within current resources.
Option 2 (Recommended) : To increase available staffing capacity to support ongoing service delivery, strengthen resilience, improve responsiveness to unplanned electoral events and assist the authority in meeting future statutory and operational requirements.

4. Corporate Priorities

4.1. **Developing our Communities** - This request will allow us to better serve our communities in terms of supporting registration and a different demographic of residents to participate and engage in democracy.

5. Financial and Resource Implications

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5.1. The proposal would result in an estimated additional annual staffing cost of £4,293. The service has delivered significant efficiencies over recent years through changes to working practices, reduced staffing structures and savings associated with changes to the annual canvass process. Despite these efficiencies, service demands continue to increase. Electoral Services remains one of the smallest teams in Norfolk relative to the electorate served and covering a large rural district. The proposal seeks to ensure sufficient capacity to continue delivering statutory functions effectively.

Comments from the S151 Officer:

New demands placed on the service support increasing the establishment by 0.2 FTE. Should sufficient savings not be met from the Corporate Directorate in 2026/27 then the £0.004m growth can be funded from the Earmarked Election Reserve.

6. Legal Implications

6.1. The Council has statutory responsibilities relating to electoral registration and the conduct of elections. Adequate resources are required to ensure these functions are delivered lawfully, efficiently and in accordance with electoral legislation. Insufficient capacity could increase operational risk and reduce resilience in the delivery of these statutory functions.

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section*. They will outline any legal advice provided.* *The Council must ensure that sufficient resources are available to enable the lawful and effective delivery of its electoral functions. Subject to Members being satisfied that the increase is justified by service need and that the necessary budget provision is available, no specific legal or governance concerns arise from the recommendation.*

7. Risks

7.1. Failure to approve the proposal may result in continued pressure on a small statutory service (the smallest in the Norfolk Local Authorities) operating within an increasingly demanding regulatory and operational environment. This may reduce resilience, increase operational risk and limit the service's ability to respond effectively to unplanned electoral events, legislative change and Local Government Reorganisation requirements.

7.2. Approval of the proposal will result in a recurring budget obligation; however, the financial impact is relatively modest when balanced against the operational and statutory risks associated with insufficient service capacity authority.

8. Net ZeroTarget

8.1. No identified direct impact upon net zero has been identified.

9. Equality, Diversity & Inclusion

9.1 The proposal supports continued access to democracy and registration for all eligible individuals and no adverse equality impacts have been identified.

10. Community Safety issues

10.1 No impact upon community safety issues has been identified.

Conclusion

The Electoral Services team delivers a statutory function. With the increase in operational demand connected to Changes to electoral legislation, postal vote administration, annual canvass requirements and preparations for Local Government Reorganisation has increased operational demand. Increase in capacity will improve resilience, support business continuity and help ensure that statutory electoral functions effectively delivered.

Recommendations

It is recommended that Full Council:

Approve an increase of 7 hours in the Electoral Services staffing establishment budget and the associated growth of £4,293 per annum.

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NNDC Mileage Rates	
Executive Summary	This report outlines the implications for NNDC of the Government's decision to increase the HMRC tax-free mileage allowance by 10p to 55p per mile. Current NNDC mileage rates have remained unchanged for a significant period, with casual car users receiving 52.2p per mile and essential car users and members receiving 45p per mile. The report sets out a recommendation to increase casual user rates to 55p and uplifting essential user and member rates by an equivalent 2.8p
Options considered	1. To maintain current NNDC mileage rates 2. To increase all casual users to 55 pence per mile 3. To increase all casual users to 55 pence per miles and essential users and members by an equivalent amount (2.8p) per mile 4. To increase all casual and essential users and members to 55 pence per mils
Consultation(s)	This proposal had been discussed at CLT the Constitution Working Party
Recommendations	To approve option 3 to increase all casual users to 55 pence per mile and essential users and members by an equivalent amount (2.8p) per mile
Reasons for recommendations	To
Background papers	N/A

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

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	Travel Policy

Corporate Governance:

Is this a key decision	Yes / No
Has the public interest test been applied	Is the item exempt, if so, state why.
Details of any previous decision(s) on this matter	CLT – 16.06.2026 Constitution Working Party – 30.06.2026

1. Purpose of the report

The report seeks to outline proposals in relation to NNDC mileage rates following the government announcement to increase the tax-free mileage allowance by 10p to 55p per mile.

2. Introduction & Background

2.1. The current mileage rates as stated below have been in place since 2010 for casual car users and 2017 for essential car users.

Casual Car user – 52.2p per mile
Essential Car user – 45p per mile
Members - 45p per mile

Please note the essential car user mileage allowance is in addition to the essential car user lump sum which is paid at the NJC agreed rate of £963.

2.2. The previous essential car user mileage rate was set at 40.9p which is the agreed NJC rate, however as this is below the HMRC tax free rate employees are able claim a tax refund on any mileage paid at this rate. Previously this amount was offset against the lump sum payment through payroll, however on further investigation this is now not an option.

3. Proposals and Options

3.1. Increase casual car user allowance to 55p per mile and essential car user and member allowances by an equivalent amount (2.8p), on last year's mileage claim value this would be a cost to the Council of **£4,267.34** as below

- Casual Car User - £591.33
- Essential Car User - £3,182.34
- Members - £493.67

Increase Casual Users mileage to 55p per mile and Essential users / Members to 47.8p per mile (7.2p less than Casual Users, as per current rates)

Overall Increase	**6.09%**	**Actual**		**Option 3**		**Difference**
	Miles	**Rate**	**£**	**Rate**	**£**	
Essential Users	113,655	0.45	£51,144.75	0.478	£54,327.09	£3,182.34
Casual Users	21,119	0.522	£11,024.12	0.55	£11,615.45	£591.33
Members	17,631	0.45	£7,933.95	0.478	£8,427.62	£493.67
TOTAL			**£70,102.82**		**£74,370.16**	**£4,267.34**

Please note the essential car user mileage allowance is in addition to the essential car user lump sum which is paid at the NJC agreed rate of £963.

3.2. Please note the above rates will apply equally to petrol, diesel, hybrid and privately owned electric vehicles (EVs). There is no separate HMRC approved rate for EVs

3.3. For EVs that are leased the HMRC Advisory fuel rates (AFRs) are used in order to determine the correct taxation on any mileage paid. Please note this rate is different dependent on whether the charging is carried out at home or at a public charger. The table of rates is provided by HMRC and is updated on a quarterly basis. Mileage will be paid at the above agreed rates.

3.4. For officers eligible for the essential car user rate and members for any mileage claimed below the HMRC Approved Mileage Allowance Payment (AMAP), Mileage Allowance Relief (MAR) can be claimed via HMRC by the employee.

4. Corporate Priorities

4.1. N/A

5. Financial and Resource Implications

5.1. Please see above table of costings.

5.2. Any increase in costs will be covered through existing agreed budgets.

5.3. Where possible, officers will be encouraged to make use of the NNDC EV pool cars.

Comments from the S151 Officer:

The increase in mileage rates is in line with the temporary changes made by HMRC and backdated to 1 April 2026.

Managers and their officers are encouraged to use NNDC's fleet of fully electric vehicles for business travel.

6. Legal Implications

6.1. There are no anticipated Legal Implications.

Comments from the Monitoring Officer

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

The recommendations in this report were shared with the Constitution Working Party. The report seeks to make changes to mileage rates to ensure that amounts align with HMRC rates and are applied consistently to employees and

Members. As this will result in additional spend, budgets for such may need to be identified.

7. Risks

7.1. There are no anticipated risks.

8. Net ZeroTarget

8.1. There are no planned changes to the Travel Policy which encourages use of the EV Pool Cars and states,

"If a pool car was available for a journey and it was reasonable and practicable to arrange your journey to use that car – and you did not use it – then your mileage claim may not be approved."

9. Equality, Diversity & Inclusion

9.1. N/A

10. Community Safety issues

10.1. N/A

Conclusion and Recommendations

To accept and approve the recommendation of CLT in relation to an increase to mileage rates of casual and essential users, as well as that of members by 2.8 pence per mile.