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Council

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Tuesday, 15 September 2026

A meeting of the **Council** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Wednesday, 23 September 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.

Emma Denny
Democratic Services 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, Cllr L Withington and Cllr T Wragg

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

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

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Cllr L Shires – Finance, Estates & Assets, Legal & Governance
Cllr J Toye – Sustainable Growth
Cllr A Varley – Climate Change & Net Zero, Communications
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)

10. RECOMMENDATIONS FROM CABINET 07 SEPTEMBER 2026 79 - 132

The following recommendations were made by Cabinet to Full Council at the meeting held on 7th September 2026:

1. <u>Cabinet Agenda item 9 – Budget Monitoring P4 2026/2027</u>

Recommendations	a) Note the contents of the report and the current forecast year end position. b) Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a £60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG c) Seek approval to transfer £2.0m from the General Reserve to the New Burdens Reserve.

The Overview & Scrutiny Committee considered this item at the meeting held on 16th September. As this was after publication of the Full Council agenda, the Chair of the Committee will provide a verbal update to Council.

2. <u>Cabinet Agenda item 10: Treasury Management Q1 2026/2027</u>

Recommendations	That the Treasury Q1 Report 2026/27 is approved.

11. RECOMMENDATIONS FROM GOVERNANCE, RISK & AUDIT COMMITTEE 8TH SEPTEMBER 2026 133 - 140

The following recommendation was made by the Governance, Risk &

Audit Committee to Full Council, at the meeting held on 8th September:

Agenda Item 14: GRAC Annual Report 2023 – 2026

That Council notes the report, affirms the work of the Governance, Risk & Audit Committee, and considers any concerns raised within the key issues section of the report.

12. RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 16 SEPTEMBER2026

To consider any further recommendations from the Overview & Scrutiny Committee meeting on 16th September (in addition to Cabinet recommendations already considered).

Please note that the agenda for the Overview & Scrutiny Committee meeting was published after the Full Council agenda. The Chair will provide a verbal update on any recommendations at the Full Council meeting.

13. FAKENHAM BANKING HUB 141 - 146

14. QUESTIONS RECEIVED FROM MEMBERS

None Received.

15. OPPOSITION BUSINESS

None Received.

16. NOTICE(S) OF MOTION

None Received.

17. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution – if necessary:

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

18. PRIVATE BUSINESS

COUNCIL

Minutes of the meeting of the Council held on Wednesday, 22 July 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 A Brown
Cllr S Bütikofer
Cllr C Cushing
Cllr N Dixon
Cllr P Fisher
Cllr A Fitch-Tillett
Cllr T FitzPatrick
Cllr W Fredericks
Cllr M Gray
Cllr M Hankins
Cllr C Heinink
Cllr P Heinrich
Cllr V Holliday
Cllr R Macdonald
Cllr G Mancini-Boyle
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
Cllr L Withington

Also in attendance: The Chief Executive, the Director for Service Delivery, the S151 Officer, the Monitoring Officer, the Democratic Services & Governance Manager, the Democratic Services Officer (CS)

41 ONE MINUTE SILENCE

The Chair opened the meeting by announcing the death of former councillor and Chair of the District Council, Dr Clive Stockton. He asked members to join him in a moment of silence.

42 APOLOGIES FOR ABSENCE

Apologies were received from Cllrs D Birch, J Boyle, A Fletcher, N Housden, K Leith and P Neatherway

43 MINUTES

The minutes of the meeting held on 17th June were agreed as a correct record.

44 TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

None received.

45 ITEMS OF URGENT BUSINESS

None received.

46 CHAIRMAN'S COMMUNICATIONS

The Chair and Vice-Chair spoke about recent civic events they had attended:

Lord Mayor of Norwich City Service – 21 June 2026
Armed Forces Day, Northrepps Village Hall – 27 June 2026
100 years of the Brownies – 27 June 2026
Visit to the 1st Rural (Roughton Mill) Scout Group - 03 July 2026
The Lord Mayor's Weekend Street Procession – 11 July 2026
The King's Lynn Festival Service King's Lynn Minster – 12 July 2026

47 LEADER'S ANNOUNCEMENTS

The Leader, Cllr T Adams, began by reflecting on the recent death of Dr Clive Stockton, who had been a long serving member of the Council. He had been a member of Cabinet and had held the Planning and Coast portfolios, as well as being Deputy Leader. He had been a wonderful advocate for his local community, particularly Happisburgh, where he was landlord of the pub. Cllr Adams said everyone was very grateful for his service and friendship and wished his family the very best during this difficult time.

Cllr Adams then congratulated Cllr T Wragg on his recent election to the Council as member for Suffield Park. He spoke about recent elections, including the Police & Crime Commissioner, and thanked the Elections Team for their hard work. He then spoke about further changes at national government level and said he did not believe there would be any significant change in direction for NNDC.

Cllr Adams concluded by speaking about the huge number of upcoming events across the district throughout the summer and said he hoped members and officers would get a chance to enjoy them.

48 PUBLIC QUESTIONS AND STATEMENTS

The Chair said that a question had been received in writing from Christopher Buxton. He asked the Monitoring Officer to read it out:

'Can the Leader of the Council confirm what independent legal or governance assurance has been provided to Members that the recommendations before Council—particularly those concerning debt recovery, delegated authority, financial governance and constitutional changes—have been assessed for legality, proportionality, compliance with the Equality Act 2010 (including the Public Sector Equality Duty), the Human Rights Act 1998, principles of procedural fairness, and Members' fiduciary duties, and where Members may inspect that assurance before being asked to vote?'

The Leader, Cllr Adams, replied that when reports came to Full Council and other committees, there was a requirement that the report author ensured that specific sections such as financial and legal risk, equalities matters, Net Zero impact and community safety issues. There was also a separate section where the Monitoring Officer and Chief Financial Officer could comment on particular financial or governance considerations. He went onto say that the Constitution had recently undergone a review, ensuring that it was up to date. There was also a Constitution Working Party that led on this work on behalf of the Council. He added that the Council was subject to audits from an external provider and these are reported to the Governance, Risk & Audit Committee (GRAC). Following a corporate governance audit review in April 2026, which focussed on decision-making and delegated decisions, the audit outcome was substantial, which is the highest rating that can be achieved.

49 COMMITTEE SEAT ALLOCATIONS

The Chair asked the Leader, Cllr T Adams, to introduce this item.

He explained that, 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 was now necessary to review the Committee seat allocations. He reminded members that the new Local Plan & Conservation Task Group had been established to respond to recent government changes on new Local Plans..

When there is a change to the size of a committee (or working party or panel) or a new one is established, the Council was required to review the allocation of seats on committees, sub committees and working parties to ensure that they reflected the political balance of the Council, in accordance with Section 15 of the Local Government and Housing Act 1989 and regulations made thereunder.

It was proposed by Cllr T Adams, seconded by Cllr C Rouse and

RESOLVED

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.

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

The Chair asked if the Group Leaders wished to make any changes to committee appointments. Cllr T Adams, Leader, said that he wanted to inform members about a change to his Cabinet portfolio responsibilities. Cllr L Shires would be taking Legal & Governance from his portfolio and Cllr Varley would be taking on Communications.

The Chair then invited the Group Leaders to appoint members to the Local Plan & Conservation Task Group (a Cabinet Working Party).

Cllr T Adams appointed Cllr A Brown, Cllr R Macdonald, Cllr P Heinrich and Cllr K Toye
Cllr C Cushing appointed Cllr N Dixon and Cllr V Holliday
Cllr J Punchard appointed Cllr L Paterson (Cllr J Puchard as substitute)

51 PORTFOLIO REPORTS

The Chair invited Members to ask questions:

Cllr A Fitch-Tillett asked Cllr H Blathwayt, Portfolio Holder for Coast, why he had not attended the meeting of the Wash & North Norfolk Marine Partnership on 21st July. She also commented that there was no time stated for the Coastal Forum meeting in his Portfolio Holder report. Cllr Blathwayt replied that he had another engagement at the time of the Wash & North Norfolk Marine Partnership meeting, adding that he did not believe he had received an invitation.

Cllr C Cushing asked the Leader, Cllr T Adams, about the costs for harmonising systems for Local Government Reorganisation (LGR) as highlighted in Cllr Ringer's Portfolio Holder report. He said this money could be spent on core services and housing support and he was aware of how complex and costly the migration of systems could be. Given that the new Prime Minister had stated that his focus was on creating new Mayoral authorities, he asked Cllr Adams, along with the other Norfolk Leaders, to write to the new Secretary of State and ask them to scrap the disastrous plans to reform local government and focus on devolution instead. He believed that a strategic authority would give more options for local government reform, with many of the countywide services being placed under mayoral control and avoiding a disaggregation services.

Cllr Adams said that he was aware of the Prime Minister's views on devolution and said that he was sceptical that enough funding would be made available for a Norfolk and Suffolk Mayoral authority. Regarding LGR, he said that he was not aware of any statements from central government regarding LGR in Norfolk, but he was not expecting to see a change of approach. He agreed that NNDC's resources and time would be better spent on existing services and there was no promise that they would improve under LGR, adding that it would cost a huge amount of money for relatively intangible outcomes. He said that he had been asked to sign a letter on behalf of Leaders but had not yet had sight of it.

Cllr K Bayes asked Cllr Adams about street trading licence charges for community events and asked whether he would consider reviewing the current charging policy for Stalham and Holt, which he believed were unfairly impacted by these fees. Stalham Town Council and the Business Forum organised a number of events throughout the year that supported the local community and encouraged visitors. He said that unlike most other towns across the district, Stalham and Holt were not exempt from these charges as they did not have a market charter. He believed this was archaic and unfair. He asked for the Council to review the policy and introduce a fairer approach so that all market towns in North Norfolk were treated equally. Cllr Adams replied that he did not feel it was unfair and the legislation around street trading had been in place for many years and the Council had a regulatory position to uphold. The reason it was in place was to protect existing businesses and no profit would or could be made by the Council. He went onto say that he welcomed the will to introduce additional markets in North Norfolk, but he did not feel there was a justification to review the policy which had recently been the subject of a district-wide consultation. He said that alternative options were available to Town and Parish Councils regarding introducing a market under the Food Act (Section 50). He suggested that early conversations around this were held with Norfolk County Council.

Cllr P Fisher asked Cllr H Blathwayt about the reference in his Portfolio Holder report to the benefits of retaining staff and the Coastwise team. He asked whether any progress had been made. Cllr Blathwayt replied that Council was being asked to ratify the extension of the team's contracts (recommendation from Cabinet, agenda item 11). He added that a new team leader had been recruited from within the team. Due to the officer stepping up into this role, two enable posts would be advertised and recruited to, taking forward key actions identified in the community transition plans and other key aspects of the programme.

Cllr S Butikofer began by saying how sorry she was to hear of the death of Clive

Stockton and she sent her condolences to his family. She asked Cllr Blathwayt about the Eastern Regional Flood & Coastal Committee (RFCC) and the potential for match funding for each of the proposed Coastal Adaptation pilots in the region and whether he could provide an update. Cllr Blathwayt replied that NNDC on behalf of itself and Great Yarmouth Borough Council and East Suffolk Council submitted a request for a 10% contribution up to £1.2m to the RFCC. He confirmed that the RFCC had agreed to the request and said it was a large step forward towards the advanced coastal adaptation pilot funding for which Norfolk and Suffolk could be £10m to £12m.

Cllr S Penfold said that, as he had done in previous years, he wanted to ask Cllr L Withington, Portfolio Holder for Leisure, whether she agreed that the Worstead Festival represented the best day out in North Norfolk, especially as it was the 60th anniversary of the festival. Cllr Withington replied that she couldn't choose between all of the exceptional events that were going on across the district throughout the summer, including Cromer Carnival, the Sheringham 1940s weekend, and various Stalham events. She wished them all every success, saying that they were a showcase for the district and vital to attracting visitors to the area.

Cllr P Heinrich asked Cllr C Ringer about the recent trial collecting films and flexible plastics and requested an update on when this would be rolled out more widely. Cllr Ringer, Portfolio Holder for Environmental Services & Waste, replied that central government had initially indicated that all local authorities would have to collect these items as part of their recycling waste collection service from 2028 onwards. This had now been delayed to 2030 and whilst he acknowledged this was disappointing, he said it did give the County's material recovery facility additional time to upgrade so that it could handle that waste properly. Consequently, it would be the successor authority that would oversee this.

Cllr C Rouse asked Cllr L Withington, Portfolio Holder for Community, Leisure and Outreach, about the future of the Community Outreach team, which was undertaking excellent work across the district. Cllr Withington replied that the Community Outreach officers were part of a wider, holistic service and it was very much a partnership approach. The service was widening its connections with partners outside the Council, with the aim of supporting vulnerable residents as effectively as possible. She said there were no immediate planned changes to this work at present but the People Services team was subject to ongoing reviews. She reassured members that even if it was no longer financially viable for NNDC to fund the community outreach services, it would move to a different operating model, delivered via existing teams and strengthening referral escalation and partnership arrangements.

Cllr V Holliday asked Cllr A Brown, Portfolio Holder for Planning, about historic planning enforcement cases going back to 2014 and she queried why the older ones were not being prioritised for decision and if there was a capacity issue. Cllr Brown replied that there had been some capacity issues but he assured members that the historic cases were being considered on a regular basis by the Enforcement Board and if they were over 10 years old there was a good reason for it.

Cllr P Porter asked Cllr L Shires how many traffic wardens there were covering on-street parking in North Norfolk. Cllr Shires replied that this was a responsibility of Norfolk County Council.

Cllr T FitzPatrick asked Cllr Adams, as Portfolio Holder for External Partnerships, about the Norfolk Strategic Parking Partnership and the lack of regular enforcement in rural villages, particularly those with tourism footfall. Cllr Adams replied that it wasn't a responsibility of NNDC and the Council was not a voting member on the Norfolk Parking Partnership. Concerns had been raised previously regarding issues in Wells. Ultimately it was a responsibility of the County Council and suggested that members engaged with them on these concerns. He added that any specific examples would be helpful so he could raise it.

Cllr T Wragg thanked members and officers for their warm welcome to the Council. he asked Cllr Brown for an update on the development and progress of the Local Plan. Cllr Brown replied that the Council was on track regarding the review of the current Local Plan. There had been one call for sites and 200 responses had been received. The second call for sites had just commenced and would run into August. The scoping consultation was also underway, asking the public and stakeholders what they would like to see in the next Local Plan, which would be completed in the next 30 months. Cllr Brown went onto say that there had been successful recruitment to planning policy posts. The District Design Guide was also being reviewed along with a landscape survey review.

52 RECOMMENDATIONS FROM CABINET 6TH JULY 2026

The Chair invited Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, to introduce the first two items:

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

Cllr Shires began by saying how sorry she was to hear of Dr Clive Stockton's death. He had been very supportive when she was first elected to the Council. She laso welcomed Cllr Wragg to the Chamber.

Cllr Shires then said that for the first time in four years, the Council had been able to publish its Statement of Accounts, which was a great testament to the Finance Team. She thanked the Governance, Risk & Audit Committee and Overview & Scrutiny Committee for their input.

Cllr Shires drew Member's attention to Recommendation c. It should read:
c) The surplus of £0.354m to be transferred to the New Burdens Reserve - <u>not</u> the General Reserve as stated in the Cabinet agenda and on the Full Council agenda front-sheet. The report in the agenda pack did include the updated information. She explained that the New Burdens reserve was there to cover costs imposed by central government for matters such as food waste collection and Local Government Reorganisation (LGR). She then referred to recommendation d – which showed that the balance on the General Reserve was higher than usual due to the reallocation of the Extended Producer Responsibility Fund. The surplus money from this would be transferred into the New Burdens Reserve in period 4. Cllr Shires referred to page 115, and the roll forward for the Fakenham 3G facility which was noted in the Capital Programme. This was previously known as the North Walsham/Fakenham 3G facility but as Fakenham was progressing faster with their facility, the funding was now being allocated specifically to Fakenham.

It was proposed by Cllr L Shires, seconded by Cllr M Batey and

RESOLVED unanimously

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.

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

Cllr L Shires introduced this item. She began by saying that lots of support was available to residents finding themselves in financial difficulty and the Council encouraged people to get in touch as soon as they realised they were having difficulty with council tax payments or their business rates.

She then congratulated the Revenues Team on their excellent collection rates. Once again, the Council was top for collection rates across the Norfolk authorities for business rates and council tax. The team were also second in the Eastern region for business rates collection and fourth for council tax. Nationally, the Council finished 11th for business rates collection and 14th for council tax.

It was proposed by Cllr L Shires, seconded by Cllr M Batey and

RESOLVED to

1. approve 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. approve the continued delegated authority as shown in appendix 2 for write offs.

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

Cllr H Blathwayt, Portfolio Holder for Coast, introduced this item. He said that the Regional Flood & Coast Committee had given assurance that funding would be allocated towards the project. Consequently, any jeopardy was now removed.

It was proposed by Cllr H Blathwayt, seconded by Cllr A Brown and

RESOLVED to

Approve 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

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

Cllr A Brown, Portfolio Holder for Planning & Enforcement, introduced this item. He said that the recommendations had been covered elsewhere in the agenda.

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

RESOLVED to

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

53 RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 15TH JULY 2026

Cllr V Holliday, Chair of the Overview & Scrutiny Committee introduced this item. She said that the Committee had 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

The Committee had agreed to add an additional paragraph to the strategic approach section, to identify the preventative approach taken.

It was proposed by Cllr V Holliday, seconded by Cllr M Hankins and

RESOLVED

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, with a new paragraph being added to the strategic approach to identify the preventative

approach taken.

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.

54 RECOMMENDATIONS FROM LICENSING COMMITTEE (REGULATORY) 8TH JULY 2026

Cllr C Rouse, Vice-Chair of the Licensing Committee (Regulatory) introduced this item. He said that the Licensing Committee (Regulatory) had considered the following report at the meeting held on 8th July:

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

It was proposed by Cllr P Fisher, seconded by Cllr L Withington and

RESOLVED

To adopt 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.

55 RECOMMENDATIONS FROM THE CONSTITUTION WORKING PARTY 30TH JUNE 2026

Cllr A Varley, Chair of the Constitution Working Party, introduced this item. He began by thanking members for their engagement with the meeting on 30th June and said it had been very helpful having the Portfolio Holder for Planning and the Chair of Development Committee in attendance.

He explained that the Council needed to reflect the changes imposed by Government in the constitution. There had been a lengthy discussion about concerns relating to the mandatory changes and the impact on local democracy and the transparency of the planning process, it was important that it was progressed. He highlighted the second recommendation which clearly set out the Working Party's reluctance to support the required changes.

Cllr Varley added that there were also some proposed changes to the procedure for amendments to motions, to ensure that it was clearer and more robust.

Cllr C Cushing said that he wanted to congratulate the Working Party on the second recommendation. He said that despite the Prime Minister's claim that he want to give power to the people, these changes to the Planning system had the opposite effect and ensured that decisions were taken away from elected representatives and placed into hands of unelected officials. Planning decisions were often finely balanced and members gave full and careful consideration to applications that came to the Development Committee. This was now being taken away and it was an appalling move away from democratic processes.

Cllr T FitzPatrick said that he had proposed the additional resolution at the meeting of the Working Party. He had been a member of the Council for 15 years and throughout that time, work had been ongoing on the Local Plan and these proposals took away a lot of the work that had been done to date.

Cllr L Paterson said that he agreed with Cllr Cushing's comments.

It was proposed by Cllr A Varley, seconded by Cllr A Brown and

RESOLVED

1. To approve 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.

2. To endorse 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.

It was proposed by Cllr A Varley, seconded by Cllr L Shires and

RESOLVED

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.*

56 ELECTORAL SERVICES - INCREASE TO ESTABLISHMENT

Cllr Adams, Portfolio Holder for Electoral Services, introduced this item. He explained that due to increased pressures on the Elections team, a modest increase in capacity was proposed. There was no realistic alternative at this time.

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

RESOLVED

To approve an increase of 7 hours in the Electoral Services staffing establishment budget and the associated growth of £4,293 per annum.

57 NNDC MILEAGE RATES

The Chair advised members that this item had been withdrawn from the agenda, to allow for further work to be undertaken.

58 QUESTIONS RECEIVED FROM MEMBERS

None received.

59 OPPOSITION BUSINESS

The following item of Opposition Business had 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.

The Chair invited Cllr Dixon to introduce it. He began by saying that the motion was focused on the very prolonged period of drought that North Norfolk had been experiencing in recent weeks. He said that the strategic objectives in the Council's new Local Plan included climate resilience. This clearly out climate change as a high priority and there was already a strong strand of work around carbon footprint reductions and net zero. Resilience was about capacity to deal with the shocks of extremes and water was a resource where extremes in its availability were becoming more frequent. Prolonged periods of little or no rainfall and increasing temperatures causing drought were exacerbating the situation and then heavy bouts of rain were leading to flooding. Amongst all of this, little was being said or done to relieve water cycle stress. Part of the motion was about understanding how water resources could be managed more efficiently and to anticipate and mitigate the impact of climate extremes, especially surface water flooding problems and the impact of drought on the environment, food production and quality of life. Cllr Dixon said that the motion supported the Council's climate change agenda and even added width and depth by placing water as a key priority alongside carbon. In simple terms, it was about capturing and storing water during times of prolonged heavy rainfall and then released and used during drier times. If rainfall was captured and managed, current surface water problems would be largely solved. The Council could be a local leader and influencer, as it had been on carbon footprint reduction.

Cllr FitzPatrick reserved his right to speak, as seconder of the motion.

The Chair asked Cllr Adams, Leader of the Council if he wished to respond. Cllr Adams replied that he would allow the debate to proceed.

The Chair opened the debate:

Cllr J Punchard said that he saw the motion in the context of both extreme water shortage in the summer and heavy flooding in the winter and that any work the Council could do to support residents as to where surface water would go during flooding, would be beneficial.

Cllr A Varley thanked the Opposition for bringing the motion forward and said that he welcomed constructive engagement on climate change issues. He clarified that NNDC was not the responsible authority for a lot of the matters set out in the motion, however, the Council did do extensive work and engaged fully with those bodi8es that were responsible as part of the planning policy process. In addition, NNDC regularly engaged with external partners such as Anglian Water and the Environment Agency and was a partner on the Norfolk Strategic Flooding Alliance. He added that there was a lack of precise detailing on progressive actions but he was happy to support it.

Cllr A Fitch-Tillett said that she had lived in East Africa and she knew what it was like to go without water for periods of time. She felt that this summer was worse than the last drought in 1976 as over a meter had been lost from the lake which she water-skied on in the last 3 weeks alone. She then spoke about the importance of encouraging people to use water butts and conserving water and encourage residents to do the same.
Cllr P Fisher agreed that encouraging people to re-use water was important. He referred to point 4 of the motion and said he believed that this was already covered by the Highways Act 1991 which gave the County the power to ensure water was not discharged onto the highway.

Cllr H Blathwayt congratulated everyone for embracing the fact there was a climate emergency. He said that everyone should make every effort to save water and use it wisely.

Cllr V Holliday said that the Council should do everything in its power to save water, reuse it and reduce surface water run-off. The approval of reservoirs should be expedited to capture rainwater, and this should be emphasised in the new Local Plan as should policies promoting grey water use and promoting surface water infiltration of drives and hard surfaces.

Cllr C Rouse thanked the Opposition for bringing this item forward. He said that heatwaves were becoming increasingly common and everything needed to be done to explore all avenues. He wondered how effective the motion would be as several aspects of it were the responsibility of other bodies such as Anglian Water and Norfolk County Council. He suggested working with the Opposition to ensure it was as robust as possible.

Cllr W Fredericks commented that Anglian Water had information on their website offering advice for residents on how to deal with water restrictions and suggested that the Council's Communications Team could highlight this.

Cllr L Vickers said she was heartened to see that everyone was taking the motion seriously. She felt that the planning system could ensure that the motion's aims were achieved via approving more water storage solutions and prioritising the creation of new reservoirs, as well as introducing new water saving measures in new builds.

Cllr C Cushing said that he had recently read a report by the Rural Policy Group on water, food and economic growth and it highlighted how important the agricultural sector was to the Norfolk economy and how much it depended on water. He added that the point of the motion was to highlight the issue of water retention and reminded members how saturated the ground had been earlier in the year and how hard and dry it was now. Such extremes were becoming the norm and the Council should be exploring all possible ways of supporting initiatives which would help conserve water.

Cllr A Brown said that he welcomed the motion but it wasn't a straightforward matter. In terms of water storage and reservoirs, they tended to fall within the remit of the County Council's Development Committee and was not something that would be dealt with at district level. However, he went on to say that water storage was hugely important for local farmers, along with the use of abstraction licences during the winter period. Regarding domestic consumption, the lead for this would be NNDC's Building Regulation department for new builds. He reiterated the relevance of the Council's declaration of a climate emergency in 2019 and said that he lamented the decision in the 1980's to privatise the water industry as this had made things even harder.

Cllr L Withington complimented everyone on the debate so far and said how good it was to see everyone in agreement about the impact of climate change. She reiterated Cllr Frederick's comment about sharing the messaging from Anglian Water. She went onto say that members would be aware of businesses in their wards which may have particular water-related issues and suggested that they were directed to the Economic Development Team for advice and support. She concluded by saying that riparian rights were a key area of focus and she urged the Flood Alliance to undertake work on highlighting the importance of landowner and householder responsibilities in such matters. Digging out ditches was really important and fundamental to maintain the flow of rivers and becks.

Cllr L Shires urged twin-hatters to use their position at the County Council to encourage joint working on tackling water-related matters.

Cllr C Ringer paid tribute to the Norfolk Ponds Project and the excellent work that they had undertaken restoring ponds on farmland, including Bodham marl pit. They were important oases for wildlife. Restoring 'ghost' ponds was a key part of ensuring access to water.

Cllr S Penfold endorsed the comments made so far and said it was important to look at the wider effects of climate change and to consider how everyone could reduce their carbon footprint, otherwise the impact would continue to get worse in the long term.

Cllr M Gray welcomed the debate. He said it was important to near in mind the amount of waste that Anglian Water were responsible for. They encouraged the public to save water but 180m tonnes of water had been wasted by them.

Cllr T FitzPatrick then spoke as seconder of the motion. He said that in Norfolk it was a case of water and flooding in the winter and then drought in the summer. Everyone agreed that water was the key to life. The motion was about the importance of the local water cycle, and it was not someone else's problem and the Council needed to work together and with partners to address the issue. Solutions needed to be embedded in the planning process and issues such as impermeable driveways should be discouraged wherever possible. Using grey water should also be used more often and encouraged, along with water butts. Capturing water via reservoirs was vital to ensure it was available in the summer but also stopped rivers over-flowing. He concluded by saying that the nub of the motion was to promote and support public awareness and remediation schemes to support the water cycle.

Cllr N Dixon spoke last as proposer of the motion. He said he was heartened by all of the comments and the recognition across the chamber that everyone needed to work together to address the challenges of local water cycle stress. This motion was just the start of a piece of work that needed to be developed in detail. He urged everyone to think what they could do to save water and how they could encourage residents to the same. This approach had already been taken with carbon reduction and the use of solar panels. The Council had shown how it could influence and encourage uptake of these issues, and he believed the same could be achieved for addressing water shortages and flooding in North Norfolk.

The Chair thanked members for a very constructive debate.

When put to the vote, it was **RESOLVED** to support the motion unanimously

60 NOTICE(S) OF MOTION

61 EXCLUSION OF PRESS AND PUBLIC

62 PRIVATE BUSINESS

The meeting ended at 7.41 pm.

Chairman

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Registering interests

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

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

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

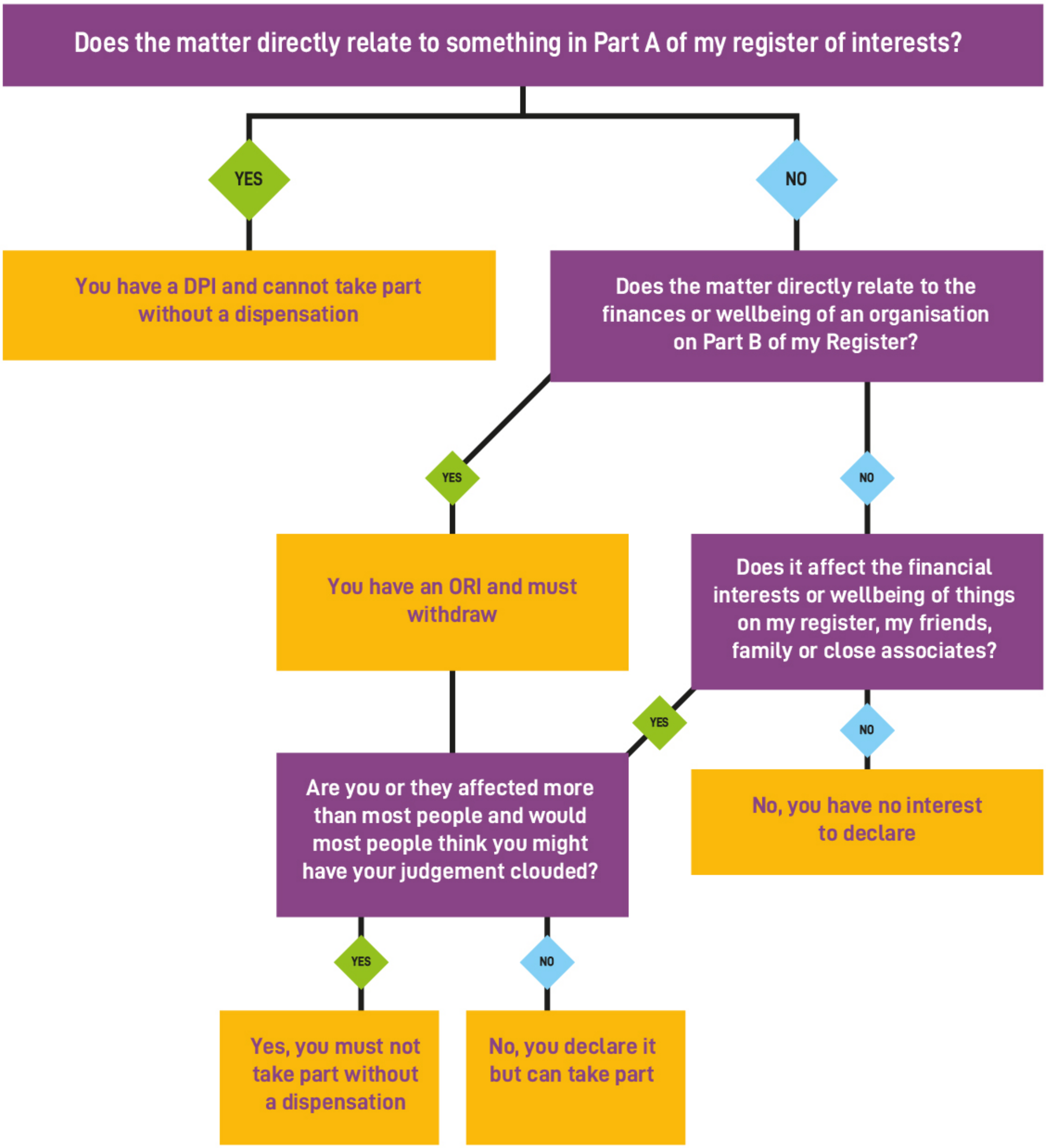
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

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

Table 2: Other Registrable Interests

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



Local Government Association

Guidance on LGA Model Councillor Code of Conduct

CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

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

1 Progress on Portfolio Matters.

Local Government Reorganisation

On Monday 7th September 2026 the Secretary of State for Housing, Communities and Local Government (the Rt. Hon. Angela Rayner) made a statement in the House of Commons in relation to the current programme of Local Government Reorganisation (LGR).

The statement, which has been widely reported in national and local media, advised that the Government was "withdrawing" the Minded To decisions announced on 25th March 2026 to establish unitary authorities in Essex, Hampshire, Norfolk and Suffolk, and "pausing" subsequent decisions in 14 shire county areas announced on 22nd July 2026; pending a review of the whole LGR process.

This means that the proposals to introduce three unitary councils in Norfolk from 1st April 2028 are now formally withdrawn. All preparatory work being undertaken by partners in Norfolk on LGR has therefore been stopped.

Following the Secretary of State's announcement there have been a number of briefings delivered by Jim McMahon, Minister of State for Local Government, Devolution and Regional Growth, and his MHCLG civil servant team, to share more detail of the review. In these briefings it was stated that the review will be "progressed at pace", but no specific timetable outlined and no details provided as to the form of the review. At this stage it is not clear whether this will be an "internal" MHCLG / Government review, whether it will receive representations from local authorities and other bodies, whether it will be purely in respect of process or whether new, amended or updated submissions can be made. However, it was stated that the result of the review would be reported in due course to Parliament.

Minister McMahon did state, however, that the Government continued to hold the view that a unitary form of local government was the most accountable form of local governance alongside the introduction of Strategic Authorities – ie the devolution agenda, which, under the Rewiring the State programme, the Government wished to move forward with – probably in advance of any revised proposals for LGR. It was therefore stated, given the review of current proposals, that LGR could not realistically be progressed to the previously proposed timetable of new authorities being established on1st April 2028 and that April 2029 was likely to be the earliest date at which any new councils proposed post the review could be established.

Given the review of LGR, the Secretary of State advised that arrangements should be made for scheduled local government elections to existing authorities to take place in May 2027. This would mean that full council elections to North Norfolk District Council would take place on 6th May 2027 for an assumed four-year term (which could be shortened if revised proposals came forward for unitary councils post the review and were confirmed through Structural Changes Orders). The necessary arrangements for elections to North Norfolk District Council in May 2027 will therefore now be made.

So what does this mean for us here at North Norfolk District Council?

- Since the Secretary of State's announcement on 7th September we have ceased all work with local partners on LGR.
- Looking ahead we will listen to what the Government has to say regarding the progress of their LGR review and, as appropriate, work with local partners in submitting any response to the review.
- We will look to work with local partners and the Government to understand what a devolution deal and establishment of a Strategic Authority for Norfolk (and Suffolk) might mean for our communities, residents and businesses in supporting local growth in a fair and equitable way, given the advantages already being conferred on areas with established Strategic Authorities and elected mayoral structures.
- We will prepare to deliver the full council elections to North Norfolk District Council on 6th May 2027.
- We will need to carefully consider and develop a strategy for dealing with the financial and budgetary challenges the ending of LGR will mean for the District Council in setting future annual budgets (recognising the context in which district authority budgets are already being squeezed relative to metropolitan, unitary and county council budgets which have to provide statutory adult and childrens services) – particularly our existing concerns around the affordability of introducing a weekly food waste collection service across our rural district and other New Burdens pressures introduced by the Government such as the Renters Rights Act and need to prepare a new Local Plan by December 2028 and the Prime Minister's recent statements about ending rough sleeping and homelessness.

Human Resources

The HR Team are busy working through the upcoming changes detailed in the Employment Rights Act, those taking place in October 2026 are listed below,

- **Dismissal and Rehire** – becomes automatically unfair
- **Harassment** – organisations will be liable for 3rd party harassment unless they can show reasonable steps have been taken to prevent, all reasonable steps should be taken to prevent sexual harassment
- **Employment Tribunal Time Limits** – will increase from 3 months to 6 months
- **Additional Trade Union Rule Changes**
    - Duty to inform of the right to join Trade Union
    - Updates to Trade Union right of access to the workplace
    - Right to reasonable accommodation and facilities to carry out duties
    - Right to time off for Union Equality reps to carry out duties
- **Increased protection against detriment for Industrial Action**
- **Public Sector outsourcing 'two tier code'** – to avoid different Terms and Conditions for ex-public sector employees and private sector employees
- **New Adult Social Care Negotiating body**

In light of the above all officers with management responsibilities have been provided with training in relation to the Prevention of Sexual Harassment, the team is working on rolling training out to all officers in the near future.

We are working with Comms to carry out a refresh of the intranet and internal comms within NNDC.

During the months of July and August, September the Team have been busy in onboarding 21 new officers to all areas of NNDC.

Public Sector Challenge

On Friday 11th September, 22 members of staff from teams across the council used their volunteer days participating in the 2026 Public Sector Challenge event. The event, now in its fourth year, was held in Shropshire, and was raising funds for the British Heart Foundation and Cancer Research UK, with the approx. 600 participants choosing to walk routes of 8.5, 16, 21.5 or 26 miles. Between them the NNDC team walked a total or more than 500 miles and raised in excess of £1300 in local sponsorship for these great charities.

2 Forthcoming Activities and Developments.

Human Resources

Preparation work is progressing in relation to developing a range of managers guidance and toolkits for use by line managers in all people related matters.

3	**Meetings attended**

Attended:

- Sheringham Little Theatre
- Norfolk Wildlife Trust
- Trading Standards & Norfolk Constabulary
- Norfolk Leaders
- NNUH Trust
- East Norfolk Unitary Council Joint Voluntary Committee

CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

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

1 Progress on Portfolio Matters.

Coast Protection works

Overstrand

- Site setup for the Overstrand Coastal Management Scheme began on Monday 7th September, with arrival of machinery and welfare station, as well as fencing to enclose the site at the bottom of the Clifton Way ramp. The pre-purchased steel sheet piles having been delivered to site earlier in the summer.
- Construction began on week commencing 14th September. The work consists of two sections of sheet piling and concreting at either end of the sea wall. The western end, at the bottom of the zig zag slopes, is the first section to be worked on - see image below.

- Once the works at the western end have been completed, the contractor will move to the eastern side to continue the operation. The location is depicted below.

- Local stakeholders, including the Parish Council, local ward member, local businesses, and beach hut owners have been informed in the build-up to the scheme and about and will continue to be updated as it moves through to completion.
- The top and bottom parts of the slope containing Japanese Knotweed have once-again been treated and the effectiveness is continuing to be monitored.

Adaptation programme

- Coastwise drop-ins were held to share more widely the first community Coastal Transition Plans, developed in both Happisburgh and Trimingham there were:
    - Church Rooms in Happisburgh on Wednesday 15th July;
    - Trimingham Hall in Trimingham on Friday 17th July.
- The updated Business Case for the Coastal Adaptation Pilot funding was submitted in draft in early September, setting out the proposed programme for the continuation of Coastwise activity and for the development and implementation of the nascent Coastal Homes Assurance Scheme.
- A 'North Sea School' event was held on East Runton Beach with Coastwise support, where you learners discussed coastal processes, fossil hunting and coastal erosion.
- A final draft of the 'Coastal Change Management Area' (CCMA) guidance report has been received and is being reviewed. This will provide evidence for all coastal authorities to update their CCMAs, in light of the National Coastal Erosion Risk Mapping 2 data that was released at the beginning of 2025.

Repairs and maintenance work

- Sheet piling works being undertaken beneath the beach huts to the far east end of Cromer to prevent undermining.
- Further safety signage installed at Cromer and Sheringham to warn people of the dangers of climbing on the rock sea defence structures.
- Debris has been removed from Salthouse beach.

Other

- The Norfolk Coast Forum had its annual site visit, which was at Overstrand this year. The White Horse hosted the meeting presentations and there then followed a walk down to the sea wall to view the site of the upcoming refurbishment scheme. It was well attended and members of the Forum showed a great deal of interest in the multi-faceted issues illustrated at this complex frontage.

2 Forthcoming Activities and Developments.

Coastwise

- Preparation for Happisburgh Heritage Capture Project launch event to showcase Happisburgh Church 3D scans and videos.
- UK Environmental Law Association Field Trip, hosted by NNDC/Coastwise, taking place in North Norfolk on 25th September.
- Portfolio holder and Coastal Adaptation Team Leader are attending the LGA

Coastal Special Interest Group annual field trip in September, being held this year in Blackpool (last year, its 25th was hosted by NNDC).

- Once the final CCMA Guidance Report has been received, the Coastal Management team will meet with the Planning team to discuss how to treat this issue in forthcoming planning policy and subsequent development management decisions.
- CAP Business Case Update Report to be assessed by Environment Agency; this is anticipated to be an iterative process leading to the agreed detailed programme that will be delivered in the coming years.

Overstrand

- Completion of Overstrand Scheme anticipated in coming months.

Repairs and Maintenance

- Works to begin on repairs to the revetment at Mundesley once Cromer sheet piling works have been completed.
- Repairs to revetment in Bacton.
- Continuation of removal of materials at entrance to existing Happisburgh car park in preparation for the replacement car park.

3 Meetings attended

Date	NNDC	BA	In Person	Virtual	Description
1st **July**		X	X		National Parks UK Seminar
3rd		X	X		Planning
6th	X		X		Cabinet
7th/8th	X	X			National Landscapes Conference
8th	X			X	Coastal SIG
14th	X		X		Norfolk Coastal Forum
14th		X		X	Finance Training
15th		X	X		National Parks 75th Birthday Celebration
16th		X	X		NP England AGM
21st		X	X		Audit/Governance
22nd	X			X	Broadland futures
22nd	X		X		Full Council
24th		X	X		Full Board
7th **August**		X	X		Planning
10th		X		X	NPE Directors Meeting
12th		X	X		Members Field Trip
24th	X		X		Cabinet Pre Agenda 7 Business Planning.

CABINET MEMBERS REPORT TO COUNCIL

August 2026

COUNCILLOR JILL BOYLE - CABINET MEMBER FOR PEOPLE SERVICES

For the period up to 30th August 2026

1 Progress on Portfolio Matters.

Benefits

Performance – Workloads and Speed of Processing (SOP) Times – Housing Benefit and Council Tax Support

During August, workloads remained consistent with previous months' levels. We continued to perform under the local target of **16 days** for new claims and **10 days** for changes in circumstances. The table below illustrates the Council's processing times and the volume of work received during August.

	Number received in August	NNDC number of days to process August
New claims HB	140	3.0
New claims CTS		4.0
Changes in circumstances HB	7,211	7.6
Changes in circumstances CTS		7.9

Housing Benefit Subsidy

Following the external auditor, Ernest Youngs, ending the contract with NNDC, Azets have been procured to complete the outstanding Housing Benefit Subsidy Audits.

Crisis and Resilience Fund Housing Payments

We have continued to administer Crisis and Resilience Fund Payments to support tenancy sustainment, prevent homelessness, and help residents remain living independently within their communities.

As of 31 August 2026, 73% of the available funding allocation had been spent supporting 69 households. While the number of new applications has slowed expenditure has increased from 69% to 73% of the allocation, and a further 4 households have been supported since the previous reporting period.

The continued uptake of the scheme demonstrates the positive impact the fund has in helping vulnerable residents maintain stable housing, sustain tenancies, and avoid homelessness.

Pension Credit Take-Up Campaign

Previous campaigns run in July, identified 73 households that may be eligible for Pension Credit. The Low Income Family Tracker (LIFT) was used to identify households missing unclaimed benefits.

Following the campaign, 31 households have been supported to submit Pension Credit applications. Of these, 11 households have already received successful awards, generating a combined annual income of **£32,838.00**. This figure is expected to rise significantly as the remaining 20 applications are processed and brought into payment.

We will continue our outreach activity by contacting the remaining households to determine whether they require support with Pension Credit applications and to help maximise their household income through access to available benefits and financial assistance.

Housing Options and Homeless Prevention

During August 2026 there was sustained and complex pressure across the Housing Options Service, with high levels of homelessness demand, continued constraints in housing supply and elevated reliance on temporary accommodation. While available social housing continues to be targeted effectively towards those in greatest need, overall supply remains insufficient to meet demand, particularly for larger family homes.

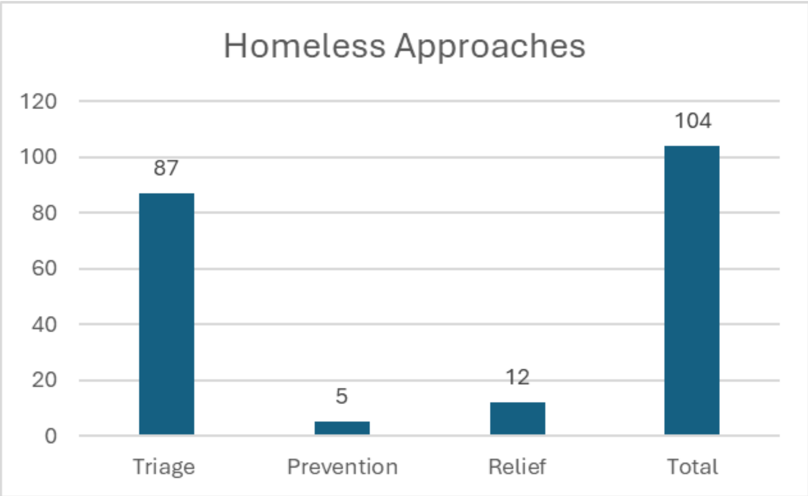
The housing register saw 47 new applications during the month, with over 68% falling within Band E. This underlines the continuing need for clear customer communication, early advice and robust prioritisation so that officer capacity remains focused on households facing the most acute housing need. Demand was concentrated around smaller homes, with 1-bedroom properties accounting for 55% of applications; however, the most significant supply risk remains larger family accommodation, with 181 (30%) of applicants in Bands A to D requiring homes of three or more bedrooms at month end.

There were 28 homes let in August, 43% of which were allocated to Band A applicants. This demonstrates strong alignment between allocations and priority need. 7 properties were let to applicants in a band E, 86% of these properties had a lettings restriction such as age related or local lettings restrictions.

Year-to-date lettings remain 15% lower than the same period last year, creating a risk of longer waiting times, increased homelessness pressure and reduced ability to move households on from temporary accommodation.

Homelessness demand remained high, with 104 approaches, however only 17 cases resulted in a full assessment being completed and a statutory duty owed. The main reason for homelessness was due to family or friends not able to accommodate, accounting for over 52% of cases.

The balance of activity suggests households are presenting at crisis point, with 71% of applicants being owed the relief duty due to already being homeless.



Temporary accommodation remains the most significant operational and financial pressure. 19 new placements were made during August for 13 households, and 77 households were in temporary accommodation at month end, 43% of whom were families with dependent children. The number of households at month end represents a 43% increase when compared to the number of households in Temporary accommodation in August 2025.

During the month 12 people were recorded as sleeping rough in North Norfolk at various points during the month. 7 people were new to the district and at month end, 5 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.

Overall, the direction of travel is one of the increasing service pressures driven by constrained housing supply, later-stage homelessness presentations and continued reliance on temporary accommodation. The key priorities are to strengthen early prevention, improve access to sustainable accommodation, accelerate move-on from temporary accommodation and maintain a strategic focus on households with the highest levels of need.

Housing Strategy

Temporary Accommodation

At the 31st August the Council had 32 units of Temporary or other homeless accommodation (including five units of move on accommodation for ex-rough sleepers).

We will receive £1,345,143 of LAHF grant in 2026/27 (first payment of £440k received) to help with the purchase of a further nine homes. Offers have been accepted on four of these, and we anticipate the purchase of all nine will complete in 2026/27 to bring our total stock to 41 homes.

New Affordable Homes

We have a healthy affordable housing scheme pipeline, many of which are ‘rural exception’ housing sites at various points in the development process. There are nineteen developments which are on site, having planning approval or are at an advanced planning application stage. These sites will deliver more than 600 new affordable homes. There are a further 17 projects at earlier stages and project the delivery of over 260 new affordable homes on these sites. Current schemes include the following:

On site:

- Holt – The Norfolk Homes development on Cley Road, with 12 affordable homes, is due to hand over at the end of the year.
- Bacton – 47 new affordable homes are at an advanced build stage, 19 which are for sale as Shared Ownership – these are currently being marketed. 18 of the new affordable rented homes have now been let or allocated, with the remainder being completed in September and October.
- Building of the 61 extra care apartments in Stalham is progressing well. A promotional event will take place on 6th October as part of wider publicity to raise awareness of extra care and this scheme. The building of 34 affordable homes on the adjoining land is progressing well, with handover of new homes from March 2027.
- In Little Snoring, building of 10 new affordable homes on a rural exception site is well underway, with the first completions expected before Christmas.
- In North Walsham, the Hopkins development on Norwich Road is progressing well and will provide 53 affordable homes.
- The Mill Road site in Wells led by Holkham will provide 21 affordable homes for Broadland Housing and Homes for Wells.
- Overstrand Road, Cromer, includes 53 affordable homes to be owned by Legal & General, their first homes in North Norfolk.
- In North Walsham, the former Paston Fields, will deliver 54 affordable homes.

With Planning/expected soon:

- Blakeney Neighbourhood Housing Society continues to work in partnership with Broadland Housing Association to deliver 8 affordable homes. This planning application has now been given approval and will shortly be starting on site.
- In Ludham a planning application is now well advanced, and will deliver 26 affordable homes with a mix of rented and shared ownership.
- Flagship Housing have submitted a planning application for 9 affordable homes in Pudding Norton at Green Lane which we hope will received planning consent in the coming few weeks.

Early stage work:

- In Wells, Broadland Housing Association are working with the Wells Housing Implementation Group and Homes for Wells on the site at Two Furlong Hill, which is allocated in the Wells-Next-The-Sea Neighbourhood Plan.

Early Help and Prevention

From August 1st to August 31st.

TOTAL INDIVIDUAL REFERRALS RECEIVED: 111

Early Help & Prevention Case Study

Miss B is a single mother of three children, two of which have ADHD and Autism which can create complex issues within the household. The children have not been consistently attending school.

Miss B, who suffers with medical issues of her own, has fled Domestic Abuse and so has been living with her mother. Miss B's mother is in a wheelchair, and care is provided for her by Miss B's Brother who is also present in the three-bedroom property. This is causing substantial issues with space and over-crowding.

In addition to these issues, Miss B and her new partner also have debts totalling over £20k.

The Social Prescriber assisted Miss B to make Disabled Living Allowance applications for the two children, which resulted in successful awards for both. A referral was also made into Citizen's Advice for specialist debt advice, and Miss B continues to work with the debt advisor on getting in control of her money.

The Social Prescriber also supported Miss B to make an application for housing of her own and guidance was given on how to use the Your Choice Your Home bidding system.

Finally, the Social Prescriber worked to connect Miss B with support groups and services, both online and locally, to support her with her own mental health and wellbeing needs.

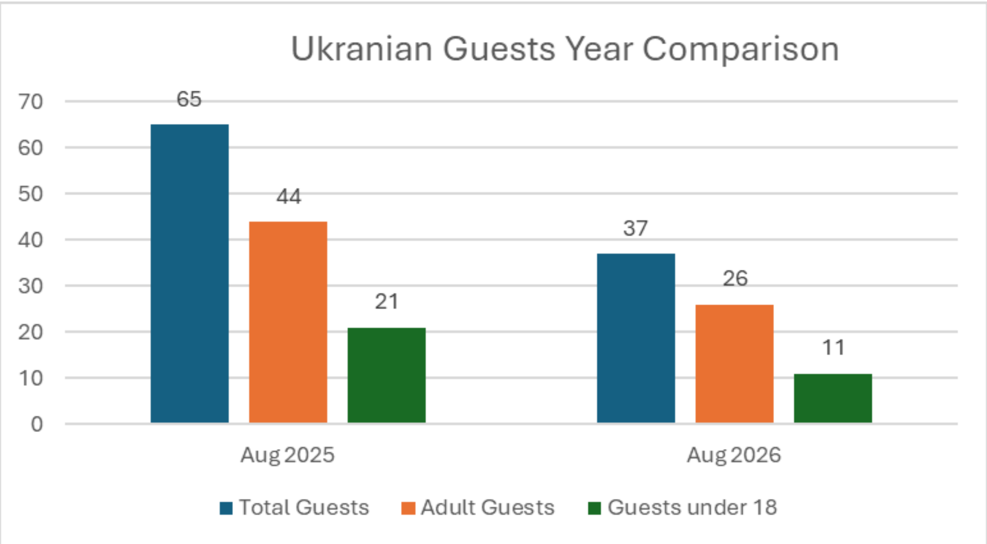
Miss B continues to work with the Social Prescriber, as they move towards her finding her own accommodation, to build a support network around her and the children. Support to collect and supply housing with information to be able to move forward with housing application.

Throughout August, the team have been dealing with incoming referrals, carrying out home visits, telephone appointments, dealing with requests for food and energy support and supporting our residents with a wide range of issues.
Following the closure of the Falls and Frailty Pathway, additional support has been offered to the team through one of the Community Outreach Officers.

Homes For Ukraine

There are currently 37 Ukrainian guests in hosted accommodation in North Norfolk, of which 26 are adults and 11 are under the age of eighteen.

The number of guests in hosted accommodation has decreased in the past year for various reasons. Some Ukrainian guests have returned to Ukraine, others have moved out of area. We also know that there are a number of previously hosted guests who are now living in social or private rented accommodation.



Currently, we have two single Ukrainian guests, who have been given notice from their hosts to leave by November and December this year. The People from Abroad Support Officer is supporting with signposting and finding the best options to move forward.

The officer continues to support Ukrainians with visa extension applications, housing and council tax support, tenancy matters, and general enquiries. The assistance is available not only to the guests who remain with hosts, but also to those what have moved on and continue to live in North Norfolk as part of our community. They often contact when they need help.

As Ukrainian Permission Extension Scheme approaches fast for people who arrived in May-July 2022, we have received a lot of requests to provide technical support with applying for extensions and booking biometrics appointments.

The People from Abroad Support Officer works closely with the Housing team, supporting families who have been given notice to leave their hosts or need help looking for a private rent.

The People from Abroad Support Officer also continues to work with Norfolk County Council in identifying and checking fraudulent visa cases.

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.

Brought forward grant approval Values to date at the end of August:

- 2024/25 – 1x outstanding case with a total outstanding approved valued of £14,190.19
- 2025/26 – 13x outstanding cases with a total outstanding approved value of £129,093.30
- 2026/27 Approved cases value YTD - £554,928.61 (59 cases)

- 2026/27 Discretionary (Top-up grant) approved cases value = £56,000 (3 cases)

Total outstanding approval value to date is £705,048.03 relating to 73 individual grant applications.

Actual spend (including partially completed adaptations) for August is £55,736.11 in Mandatory DFG and £2,321.60 in Discretionary grants.

Total spend YTD (DFG & Discretionary combined) = £535,592.32

Referrals received for August (DFG only)

Total referrals received	**36**
NNDC	14
Social Services	22
Other	0

Fully completed adaptations/grants (not including partially completed works) – August

DFG	5
Discretionary Grants	3

2 Forthcoming Activities and Developments.

Discretionary Disabled Grants Policy – 2026 to 2028
Homelessness & Rough Sleeping Strategy and consultation – 2026 to 2031
Rough Sleeper Programme

3 Meetings attended by Cllr Boyle

SNT Policing meeting
Portfolio holder catch up
Pre Cabinet
Business planning
Homeless & Rough Sleeping policy review, final changes
Cromer RNLI visit with NNDC chairman
Visit to Cromer Community Centre with NNDC chairman
Benjamin Court meeting to discuss potential Mental Health provision
Pier Works meeting

CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

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

1 Progress on Portfolio Matters.

Development Management

The National Scheme of Delegation comes into effect on 31 October 2026, after which, all planning application determinations must be made in accordance with relevant regulations. Related changes to the Constitution were agreed by Full Council on 22 July. In considering whether to call an application in for determination by Development Committee, Members are reminded that such requests made between now and 31 October 2026 under the old Constitution cannot be guaranteed to be determined by Development Committee before 31 October 2026 (there are only two possible Development Committee dates remaining: 8 October and 22 October). This means that applications where existing requests for call-ins made by Members (or the Assistant Director) that are not determined by Development Committee before 31 October will have to be assessed under the new regulations. A training session for Members is planned for 15 October at 10am via Teams which will cover this and some other topics as set out below. All Members are encouraged to attend.

A new National Planning Policy Framework (NPPF) was published (somewhat unexpectedly) by government on 17 August 2026 together with Housing Delivery Test results. These publications have impacted the determination of planning applications, which need to be made having regard to the new guidance. There are also implications for the Local Plan (see next section).

Publication of the Government’s Housing Delivery Test (HDT) on 17 August 2026 confirmed that, for the three years covering the test period (2022/23, 2023/24 and 2024/25), 908 homes were delivered within the North Norfolk District Council area. This represents 54% of the total number of homes required (1,678) during that period. As housing delivery within the District was below 75% of the requirement, the HDT consequence relating to the “presumption in favour of sustainable development” is engaged under the National Planning Policy Framework (August 2026). The decision-making test applicable to an individual proposal will depend on its location and nature, having regard to national decision-making policies S3, S4, S5 and S6, as applicable.

The Planning Service are working through the new NPPF to ensure the implications of the new national guidance is fully understood for Officers and Members when making planning decisions. Training on this will also be covered on 15 October 2026.

A successful period of recruitment to the Development Management Team will see a number of new planners joining the service following the Resource Review agreed by Full Council in May 2026.

The Development Committee met on 16 July and 20 August. At the July meeting three related applications for a new ATM machine in Fakenham were refused with further applicant engagement taking place. At the August meeting three applications were considered, all of which were approved, relating to a residential “conversion” at Scottow, a new footpath at Overstrand and an amendment to a tourism related proposal in Fulmodeston. The Committee will meet on 10 September to consider two retail proposals in Holt.

Enforcement

Since the last update in July, the team has opened a further 100 cases, bringing the total number of enforcement cases opened this calendar year to 322. Current trends indicate that the number of reported breaches is likely to exceed 450 by year-end, significantly higher than the anticipated average of approximately 360 cases per annum.

The team continues to manage a high workload and has successfully closed 254 cases so far this year. However, individual officer caseloads are continuing to increase and remain above the level we would ideally seek to maintain. This is being carefully managed.

The team is also continuing to manage customer expectations regarding the timescales involved in assessing and determining enforcement cases.

Particular focus remains on the Tattersett tyres site, which is currently the oldest live enforcement case. A multi-agency review is underway, and it is hoped that a pragmatic and coordinated approach can be agreed to secure a resolution to the outstanding breach.

The team is due to attend the Magistrates' Court in the coming months to defend an appeal against a Section 215 Notice served in relation to the MOT Centre on Cromer Road, Sheringham. The Notice was issued due to the condition of the property, which is situated at a prominent gateway location into Sheringham. This represents the first appeal against a Section 215 Notice that the Council has been required to defend.

Alongside formal enforcement action, proactive compliance monitoring continues across the district. Current attention is focused on the large-scale development site on Overstrand Road, Cromer, to ensure compliance with approved planning permissions and conditions.

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, with the formal 30-month plan making timeline starting by or before 31 October when the Council passes through Gateway 1, which is a self-assessment of readiness to begin plan making.

A Scoping Consultation ran for six weeks from 20th July to 31st August 2026, which sought views on what the new Local Plan should contain, where future growth should be focussed, what evidence will be needed and how people wish to engage as the Plan progresses. 110 responses were received during this consultation period. A summary of the main issues arising from the consultation is expected to be published in November 2026. A second Call for Sites ran concurrently with the Scoping Consultation. In total, 243 sites have been submitted for consideration. These sites are now subject to a first stage assessment to consider their suitability for potential allocation in the new Local Plan.

A variety of evidence documents to inform the Local Plan are in preparation. These are being produced either in-house, commissioned to consultants, or commissioned jointly through the Norfolk Strategic Planning Officers Group. The studies being prepared include a Norfolk Strategic Housing Capacity Study, Local Housing Needs Assessment, Strategic Flood Risk Assessment, Water Cycle Study, Economic Study, Retail Capacity Study and Strategic Environmental Assessment (among others).

The North Norfolk Design Guide Update has been awarded to Tibbalds and an initial inception meeting took place in August 2026. A series of workshops and meetings are currently being set up to capture views from planning staff and Members in the next couple of months. The Landscape Sensitivity Study, which will assess the sensitivity of the Norfolk Coast National Landscape, Heritage Coast and undeveloped coast to varying scales of development, has been awarded to Land Use Consultants and an inception meeting also took place in August 2026.

We have organised a public consultation on the final draft Tunstead Neighbourhood Plan (Regulation 16 stage) which will take place between 7 September and 19 October 2026, following which an examination will take place. Trunch Neighbourhood Plan is progressing and is currently undergoing an initial draft plan consultation (Regulation 14 stage).

Of significance, the new National Planning Policy Framework (NPPF) was published on 17 August (as reported above), which contains distinct plan-making policies and decision-making policies. On the same day, the Government published the Housing Delivery Test (HDT). The HDT looks back at housing delivery over the previous three years against the requirement set in the Governments standard housing method. Where LPAs are meeting less than 75% of the housing requirement the ‘presumption in favour of sustainable development’ is engaged.

For the three years covering the test period (2022/23, 2023/24 and 2024/25), 908 homes were delivered within the North Norfolk District Council area. This represents 54% of the total number of homes required (1,678) during that period, and consequently, the “presumption in favour of sustainable development” is engaged. The decision-making test applicable to an individual proposal will depend on its location and nature, having regard to national decision-making policies S3, S4, S5 and S6, as applicable.

A review of the current North Norfolk Local Plan against the decision-making policies of the new NPPF is commencing to ascertain whether there are any ‘material inconsistencies within the Local Plan policies, as the NPPF requires these to be given ‘very limited weight.’

A successful period of recruitment sees a new Planning Policy Manager, Senior Planning Officer and Planning Officer joining the Planning Policy team to reach their full complement by 14 September 2026.

Conservation, Design and Landscape

An appointment has been made to the Senior Landscape Officer (Ecology) post, with Ed Stocker bringing a wealth of experience, working most recently for the Norfolk Coast Partnership. His arrival fills a significant gap within the Planning service as one of the Council's main leads on Biodiversity Net Gain and Nutrient Neutrality and will take his place in external partnership groups.

The Government has recently published new guidance on the operation of the Nature Restoration Fund. The four documents are "Understanding the Nature Restoration Fund", "Using the Nature Restoration Levy", "Environmental Delivery Plans" and "Nature Restoration Levy Enforcement Actions and Appeals Process". It will be the responsibility of the Council's Senior Landscape Officer (Ecology) to take the lead in this area. These documents will operate in tandem with The Nature Restoration Levy Regulations (2026) which are expected to come into force shortly. It is also anticipated that Norfolk will see the publication of the first of Natural England's 'Environmental Delivery Plans' before year end.

The Council's CD&L Team Leader has met with the consultants appointed to review The North Norfolk Design Guide (as highlighted above) and has identified strengths and weaknesses with the existing, longstanding document. Examples of good and practice have also been forwarded to inform the new version. Work will now commence properly to shape and update the guide so that it continues to support the Development Management process going forward. Within this, Member involvement and input will be vital in ensuring that the aims and objectives of the guide are agreed by all parties.

Building Control

The Building Control team are currently preparing for the implementation of the Building Safety Levy that comes in to force on 1 October 2026. The levy is collected to pay for remediation measures for high rise buildings with unsafe cladding. The Building Control team will be the collection agent for the levy on behalf of North Norfolk District Council.

New burdens funding has been provided to ensure the correct staffing needs and software are in place to administer the levy on behalf of the Government.

2 Forthcoming Activities and Developments.

September
23 Full Council
24 Brinton and Sharrington Parish Council

October
5 Cabinet and Business Planning
8 Development Committee

3	Meetings attended

July
23 Norfolk Strategic Planning Forum
28 Norfolk Police and Holt Town Council
30 Brinton and Sharrington Parish Council

August
6 Planning Portfolio Holder
12 Norfolk Wildlife Trust
17 Edgefield Parish Council
24 Pre Cabinet and Business Planning
24 Planning and Economic Development
25 Melton Constable Parish Council

September
8 Stody Parish Council
9 Corpusty and Saxthorpe Parish Council
10 Development Committee

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CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

COUNCILLOR RINGER - CABINET MEMBER FOR IT, ENVIRONMENTAL AND WASTE SERVICES.
For the period July to September 2026

1 Progress on Portfolio Matters.

Licensing

The Licensing service has continued to deliver statutory functions across alcohol and entertainment, taxi and private hire, animal welfare, street trading, pavement licensing, gambling, charitable collections, skin piercing and related regulatory areas.

For July to September 2026, 431 licensing transactions were recorded. The highest areas of activity were taxi licensing, with 208 transactions; liquor and entertainment licensing, with 171 transactions, including 88 Temporary Event Notices; and gambling, charitable, animal activity, skin piercing, trading and caravan site licensing matters.

At a hearing at Norwich Magistrates' Court on 29 July 2026, three defendants pleaded guilty to offences under the Animal Welfare Act 2006, including animal welfare and unlicensed dog breeding offences. One defendant also pleaded guilty to an offence relating to the microchipping of puppies.
The defendants who pleaded guilty are due to be sentenced on 7 October 2026. The Council will be seeking orders disqualifying them from keeping animals. As sentencing remains outstanding, it would not be appropriate to comment further on the details of the case at this stage.

Key activity during the period also included progressing the revised Statement of Licensing Policy 2026–2031, supporting implementation of the updated Street Trading Policy and fee structure, and preparing matters for Licensing Sub-Committee consideration.

The service has also continued to respond to councillor, customer and stakeholder enquiries, including street trading, pavement licensing, Temporary Event Notices, consultations and the distinction between licensing and other regulatory regimes. The service is seeing an increase in AI-formulated enquiries, which can be more technically complex than previous customer communications. A new Licensing AI agent has been developed and introduced within the service to support officers in handling these enquiries consistently and efficiently.

09/09/2026

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

	Total	Jul 2026	Aug 2026
Total	352	165	187
Food: Advice/Complaint	65	24	41
Food: Approved Products	1	0	1
Food: Attestation/Export Certificates	1	0	1
Food: Inspections	115	61	54
Food: Inspections Abortive	7	4	3
Food: Questionnaires	1	0	1
Food: Questionnaires (out of scope)	23	13	10
Food: Registrations	46	26	20
Food: Revisit / FHRS Rescore	30	6	24
Food: Sampling	16	7	9
H&S: Accidents	18	11	7
H&S: Advice/Complaint	16	7	9
Other: Infectious Diseases	3	1	2
Other: Inspection Skin Piercing	1	1	0
Other: Notices/Prosecutions/Cautions	1	0	1
Other: Notifications	8	4	4

Environmental Protection

Cabinet approved increases to the Fixed Penalty Notices (FPN) for depositing litter (£500), fly-tipping (£1,000) and Household waste duty of care (£600), to act as genuine deterrents to such crime, and to make those responsible pay a more commensurate amount where we decide that it is more proportionate to issues FPNs, rather than prosecute. The FPNs are not intended to be revenue-raising.

Whilst the UK Government made a Statutory Instrument on the 1st of September (so too late to be considered in the Cabinet Report cycle), which changed the level of FPNs that we may set for fly-tipping (£5,000), litter, distribution of printed matter, graffiti and fly-posting (The Environmental Offences (Fixed Penalties) (Amendment) (England) Regulations 2026), the timing allows a period of reflection on the effects of NNDCs current and newly instituted FPNs.

Proposed, current, and statutory maximum FPN levels:

Offence	Proposed FPN maximum (and reduced fee)	Current FPN maximum (and reduced fee)	Statutory Maximum
Depositing Litter	£500 (£350)	£80 (£60)	£500
Fly-tipping	£1,000 (£750)	£300 (£200)	£1,000
Household Waste duty of care	£600 (£450)	£200 (£150)	£600

In summary, the very seasonally high work demand for the Environmental Protection Team continued, with August demand overall, similar to July, rather than dropping off, and both months much higher than the corresponding months in 2025, which is tabulated and discussed in more detail below.

July to August 2026 EP Stats Comparison

Category	July 2026	August 2026	Change	% Change
Total	**287**	**283**	**-4**	**-1.4%**
Enviro Crime Total	69	71	+2	+2.9%
Abandoned Vehicles - Occupied Land	4	2	-2	-50.0%
Abandoned Vehicles - On Road	17	13	-4	-23.5%
Dogs - Fouling	3	0	-3	**N/A***
Dogs - Roaming & Fouling	1	2	+1	**N/A***
Duty of Care	0	1	+1	**N/A***
Fly Tipping - Private Land	1	0	-1	**N/A***
Fly Tipping - Public Land	43	53	+10	+23.3%
HHSRS	7	4	-3	-42.9%
Housing	18	17	-1	-5.6%
Nuisance Total	132	127	-5	-3.8%
Planning Consultations Total	39	32	-7	-17.9%
PWS Sampling Total	22	32	+10	+45.5%

* N/A shown where the percentage change would be misleading due to a category appearing/disappearing between months or where the baseline figure is zero.

Summary

Overall EP activity decreased slightly from **287 cases in July to 283 cases in August (-1.4%)**. Environmental Crime increased marginally by **2.9%**, with **Fly**

Tipping on Public Land rising by **23.3%**. Significant increases were also seen in **PWS Sampling (+45.5%)**.

The most significant increase was in **PWS Sampling Total**, which increased from **22 to 32 samples (+45.5%)**.
Reductions were recorded across several service areas, including **HHSRS (-42.9%)**, **Planning Consultations (-17.9%)**, **Housing Complaints (-5.6%)**, and **Nuisance (-3.8%)**. Reports of **Abandoned Vehicles** also reduced, with occupied land cases down **50.0%** and on-road cases down **23.5%**.

Overall demand remained broadly consistent between the two months, with increases in fly tipping and sampling activity offset by decreases across a number of complaint-led and regulatory workstreams.

Category	**Jul-25**	**Jul-26**	**Change**	**% Change**	**Aug-25**	**Aug-26**	**Change**	**% Cha**
Total	**243**	**287**	**+44**	**+18.1%**	**208**	**283**	**+75**	**+36**
Enviro Crime Total	61	69	+8	+13.1%	57	71	+14	+24
HHSRS Total	3	7	+4	+133.3%	4	4	0	0.0%
Housing Complaints Total	7	18	+11	+157.1%	13	17	+4	+30
Nuisance Total	97	132	+35	+36.1%	93	127	+34	+36
Planning Consultations Total	43	39	-4	-9.3%	31	32	+1	+3.2
PWS Sampling Total	32	22	-10	-31.3%	10	32	+22	+22 %

Summary
Overall EP activity was higher in both months compared with the same period in 2025. July activity increased from **243 to 287 cases (+18.1%)**, while August activity increased from **208 to 283 cases (+36.1%)**.

Nuisance remained the largest area of activity and showed significant year-on-year growth, increasing by **36.1% in July** and **36.6% in August**. **Environmental Crime** activity also increased in both months, rising by **13.1% in July** and **24.6% in August**.

Housing Complaints recorded substantial increases, rising from **7 to 18 cases (+157.1%)** in July and from **13 to 17 cases (+30.8%)** in August. **HHSRS** activity more than doubled in July, increasing from **3 to 7 cases (+133.3%)**, whilst August activity remained unchanged.

Planning Consultations saw a small reduction in July (**-9.3%**) but increased slightly in August (**+3.2%**).

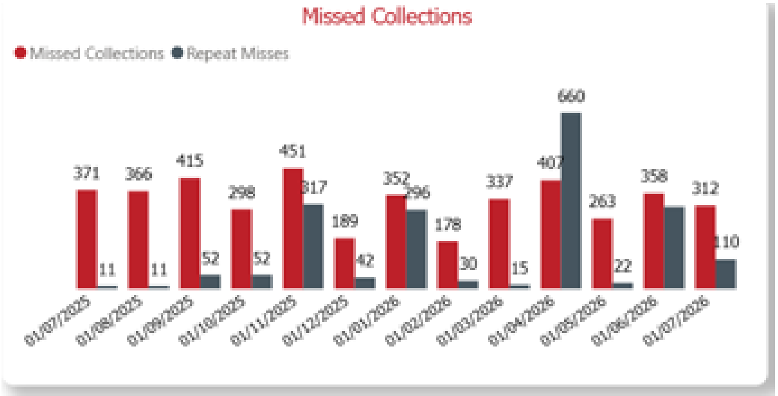
PWS Sampling Total showed contrasting trends, decreasing in July from **32 to 22 samples (-31.3%)**, while increasing significantly in August from **10 to 32 samples (+220.0%)**.
Overall, the comparison demonstrates a notable increase in workload during both July and August 2026, particularly across nuisance, environmental crime and housing complaint activity.

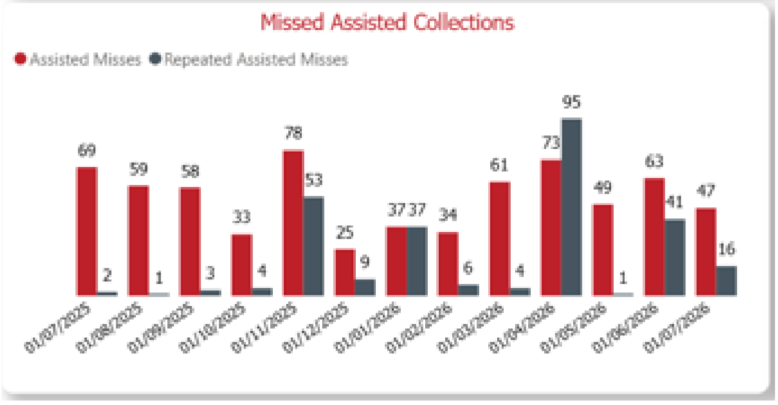
Following the introduction of the revised Housing Health and Safety Rating System (HHSRS2) framework on 23 June 2026, changes have been made to property safety assessment requirements alongside the associated civil penalty provisions introduced through the Renters' Rights Act. The Civil Penalties Policy approved by Cabinet in April 2026 did not incorporate these provisions, as the HHSRS2 amendments were still subject to review at that time. However, recognising the potential for further legislative and operational changes following implementation, Cabinet approved delegated authority to make minor amendments to the Policy where necessary to ensure continued compliance and alignment with statutory requirements. The Civil Penalties Policy has now been updated under this delegated authority to reflect the HHSRS2 framework and the associated provisions of the Renters' Rights Act, ensuring that the Council's enforcement approach remains current, robust and consistent with the latest legislative requirements.

Civil Contingencies

Emergency Planning -Warning and informing re Thunderstorms, Information dissemination re upcoming changes to the Environment Agency’s Flood Guidance Statement and harmonised impact wording for weather warnings and flood guidance, Preparatory work re Norfolk Resilience Forum (NRF) Evacuation Portal, Tactical Flood Plan refresh and Rest Centre Plans refresh
Business Continuity Management- Response and debrief liaison re water ingress incident at the Cromer office on 20 August
Safety Advisory Group-Cromer Carnival and Sheringham Carnival meetings

Environmental Services
Summer months have been challenging for collections with vehicle breakdowns. Rounds have had to be stood down at times, but Serco worked hard to recover these with minimal impact residents and the rest of the rounds.
Assisted and missed collections continue to be higher than other areas. Assisted collections are under review, working with the crews and depot feedback. The team received 27 new requests in July. 134 have been reviewed over the past month only 1 requested to remain by the customers.
Missed collections mainly linked to vehicle breakdowns, Serco and the depot are working on this.
High level of vandalism in the toilets, Serco working with Property Services and the ES team to minimise / remove this.





IT

- 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.
- Roll out of new Wi-Fi equipment is happening, but slowly due to some initial issues.
- Identifying stale data & sensitive info in preparation for project to copy relevant data to SharePoint from Libraries
- Election support
- DR Audit has been completed with a positive outcome, demonstrating an overall sound control environment which reflects well on management and the IT team who are accountable and responsible for the control environment. There are 4 routine recommendations and 1 important.
- Ongoing work to migrate to X-forms platform
- Updates to mapping functionality used in online forms to improve user experience
- Temporary Event Notice form work ongoing
- Work to move online payments form begun
- New parking permit management system developed – in test with Customer Services
- M3 Trade Waste module has now been desupported; Service decision to adopt bespoke solution to manage this going forward.

Although desupport has now happened, new solution (named Bindex) still not been developed by EH service. Developer has now left the authority, leaving a high level of uncertainty around this initiative.

- Work to encrypt all benefit system databases (for all live and testing environments) has been completed in line with DWP stipulations.
- Land charges software updated to current release levels.
- Snapshot of finance system undertaken replicating live data into test environment.
- Annual IT Health Check taken place for PSN certification.

2 Forthcoming Activities and Developments.

- 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.
- Forthcoming upgrades of many components of Planning system: Core software, Oracle, Public Access, Unimap Web and Exacom BSL module.
- Digital Skills training offered to all staff.
- Remediation of vulnerabilities found by IT Health Check
- Continued education of staff and members to make sure we are aware as we can be of possible Cyber attacks and how to avert giving away information.
- Onboarding of 21 new staff August- October
- Award of Mobile phone contract

3 Meetings attended

- LGR Meetings for digital workstreams
- Attendance on 18 sub workstreams/themes
- Civica Account manager discussion
- Property Services/ICT Apps liaison meeting.
- Environmental Health/ICT Apps liaison meetings.
- Planning/ICT Apps liaison meeting.
- Trade Waste M3 replacement meeting.
- Finance/ICT Apps liaison meeting
- Concerto User Group
- Iken cloud migration meeting
- Benefits data encryption meeting
- Finance/ICT Apps liaison meeting.
- Planning/ICT Apps liaison meeting.

CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

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

For the period July to September 2026

1 Progress on Portfolio Matters.

Democratic Services

The team has been busy supporting additional meetings of the Development Committee and the newly established Cllr Community Grants Fund Panel, which held its first meeting on 27th July 2026.

The Overview & Scrutiny Committee has undertaken a survey on mobile connectivity across the district, and the response has been very encouraging, with over 400 responses in the first 3 weeks. It is intended to run the survey until mid-September and then collate the data and report it back to the Committee.

Engagement with the E-democracy YouTube channel continues to grow, with 324 subscribers and 28,880 views to date.

Legal

Contracts and Commercial

Current work includes various agreements and contracts. We are also supporting the Fakenham Flash project, including commercial, property, funding, operator and lease arrangements, with recent advice on the new power station lease.

Planning

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. We continue to receive Assets of Community Value applications.

Housing

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 11 Code of Conduct complaints, including those that are subject to full investigation.

Litigation

Litigation work includes council tax and business rates recovery, orders for sale.

Information Governance

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%.

Revenues

Collection for 2026/27 as of 31 August 2026.

The Council Tax collection was 45.91% against the 31 August 2026 target of 46%. We have a shortfall in collection to target of 0.09% which is around £97k. To date we have collected over £53.150m to date.

The NDR collection was 51.27% against the 31 August 2026 target of 51.35%. We have a shortfall in collection to target of 0.08%, which is around £24k. To date we have collected over £17.154m to date.

Estates

Vacant Property:

- Cornish way. Roof leaks are preventing letting and a roof replacement tender process is progressing. Enquires regarding the vacant units continue to be 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 – works to return the building back to chalets is expected to start this autumn. There remains strong demand with 100 people on the waiting list for Cromer East Chalets.

Leases:

- Approx 70 lease cases in progress or planned.
- Lease negotiations for the RNLI and Rocket House Café at the Rocket House continues along with negotiation 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.
- Lease renewal negotiations for industrial unit at Catfield, Cornish Way with rental increases are progressing following initial rent assessment.
- Cromer Council office - 2 lease renewal negotiation is in progress.
- Fakenham Connect - 2 lease renewal negotiation is in progress
- Cabbell Park, football ground and car parking lease renewal continues to progress.
- Parking licence completed at North Walsham.
- Foreshore lease at Happisburgh has completed.
- 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.
- Around 12 retail/food trader licences lease renewals to be commenced shortly including rent review.
- 4 Shared equity lease assignments and 2 staircasing transaction in progress, 1 lease assignment completed.
- Providing support to Economic Growth regarding E-tips project

- Lease advise provided relating to the Food Waste project and Cromer Pier.

Disposal:

- There are approx. 115 disposals cases opportunities or in progress.
- Enabling land at Sheringham. A range of alternative options has been previously 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.
- Marrams Bowls Club disposal currently with solicitors to progress including updated lease for putting green operator.

Acquisitions:

- Continued support to Coastwise/Coastal Team in acquiring land and property at risk of coastal erosion. Providing support with possible land acquisitions.
- Supporting Housing with purchase of additional properties. 1 further property has completed in Cromer. 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 instructed

Property Services

Property Services continues to deliver a wide-ranging programme of improvement, maintenance and refurbishment works across the district. Current activity covers public realm improvements, coastal and community assets, public conveniences, temporary accommodation, energy-efficiency measures, car parks and electric vehicle infrastructure.

Key areas of current work include:

- **Public realm and coastal improvements** – A programme of improvements at The Leas continues to be delivered in liaison with the local member. Works to the horsebox shelters, promenade shelters, redundant water features, pathway lighting and cabling have been completed. New signage will be installed following delivery. Property Services is also supporting the district-wide E-TIP programme through the preparation of installation bases.
- **Cromer Pier and associated assets** – The latest phase of substructure engineering works has been completed within budget and without downtime for the pier operator. Superstructure painting was also completed in readiness for the pier's 125th anniversary celebrations. Consultants have been appointed to progress the next phase of substructure repairs, including pile-base encasements and the dry riser system recommended by Norfolk Fire and Rescue Service. Scoping for the auditorium refurbishment is also progressing, with the works expected to be coordinated alongside the substructure programme between January and June 2027. Design meetings are being held with Openwide to ensure the operational requirements of the end user are fully considered.
- **Parks, play areas and open spaces** – The programme of play equipment

installation across Cromer, Sheringham, Stalham, North Walsham, Fakenham and Wells has been completed. An external consultant has been appointed to progress additional accessible play provision at Holt Country Park. Removal of the former play equipment at the FLASH site is also complete. Scoping and design work for the Marrams sunken gardens continues, with preliminary designs expected shortly.

- **Community and leisure facilities** – The scope for the Cabbell Park changing facility is being revised to ensure the project can be delivered within budget, after which the works will be tendered. Investigations into surface water affecting the football pitch have been completed and a drainage scheme is being developed. Remedial works to the splash pad at The Reef Leisure Centre have commenced, including replacement of the sub-base and installation of a rubber crumb finish with a ten-year warranty.
- **Building and asset refurbishment** – Works to the Watch House have been completed within the agreed programme and budget. Tender returns for the Rocket House have been received, with shortlisted suppliers progressing through post-tender interviews and works expected to commence following contract award. Planning and procurement activity continues for North Lodge Park, alongside installation of a greenhouse and shed for the Friends of North Lodge Park. Repair works to Cromer church boundary wall have commenced, while projects at Melbourne Slope, Doctors Steps and the Donkey Shelter remain in development. The lower storage area at the Donkey Shelter is complete and ready for occupation. Scoping also continues for chalet refurbishment works in Cromer and Sheringham.
- **Public conveniences** – Refurbishment works at Holt Country Park have been completed within the gentlemen's and accessible facilities. Work to the ladies' facilities was suspended following the discovery of a bat, with recommencement and installation of the new foul tank planned for November. The feasibility report for new public convenience provision in Stalham has now been received, and the Newgate's Lane facilities in Wells have been completed. The wider public convenience efficiency programme continues to be developed with input from planning, building control and structural engineering colleagues. Queens Road in Fakenham and Stearman's Yard have been selected for the next phase of works.
- **Energy efficiency and decarbonisation** – Work is progressing on energy-efficiency improvements at the Holt Road offices, including assessment of roof loadings for photovoltaic panels and consideration of any roofing works required before installation. Tender returns for roof and energy-efficiency works at the Cornish Way industrial units in North Walsham have been received and are being evaluated. The tender for roofing and damp-proofing works at The Cedars in North Walsham is also live, with returns due in mid-October.
- **Temporary accommodation** – The Council's temporary accommodation portfolio comprises 32 units, with further acquisitions anticipated. Major refurbishment of the newly acquired property in Sheringham, has been completed and the property has been handed back to Housing. The works included new glazing, rewiring, plumbing, an air source heat pump and rooftop photovoltaic panels.
- **Car parks and EV infrastructure** – Tender documentation for the district-wide car park refurbishment programme is undergoing final checks before issue, supported by an appointed consultant. The programme is likely to include sites in Cromer, Sheringham, North Walsham and Wells. Improvement works to a number of unmade car parks, including pothole repairs, surface grading and new tarmac entrances, were completed ahead of the busy summer period. Planning permission has been granted for a new

entrance and roadway at Runton Road car park, and replacement concrete posts are on order.

- **Electric vehicle charging** – The Council's electric vehicle chargers transferred to a new supplier in October 2025 following increased costs and the absence of repair and maintenance support under the previous arrangement. Migration issues have arisen because of outdated equipment, with some units assessed as beyond economical repair. Replacement contactless units have been installed at Morris Street in Sheringham.
- **Operational compliance and staffing** – Property Services staff have received external training and bespoke personal protective equipment to support compliance with Awaab's Law in relation to the identification and treatment of damp and mould. Preparations are now under way for the second phase of the legislation. Recruitment to the Asset Management Officer vacancy has been completed and the new postholder has commenced in post

Finance

- The first revenue and capital budget monitoring of 2026/27 has been produced. The revenue forecast outturn position as at P4 is indicating a Full Year surplus of £367k
- The finance team have been working through external audit requests in preparation for the upcoming audit.
- Recruitment for maternity cover for a group accountant position has been successful

2 Forthcoming Activities and Developments.

Democratic Services

UK Power Networks will be attending the December meeting of the Overview & Scrutiny Committee to respond to questions from members on the impact of electricity supply issues across the district.

Revenues

<u>Action Plans</u>

Revenues have action plans to increase ebill take-up, to reduce costs in printing paper and postage costs. This work continues with many improvements.

<u>Ebills for 2026/27 as of 30 June 2026.</u>

ebills increased by 233 customers for Council Tax and increased by 54 for Non-Domestic (Business) Rates. to 17.49% (10,037) and 19.55% (1,620) respectively.

<u>Second Homes Work</u>

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

<u>Training/Development</u>

- A revenues officer is undergoing her level 3 certificate in Institute of Revenues, Rating & Valuation (IRRV).
- Two temporary revenues officers (one 18 months level 3 Business Administration apprentice and one a trainee) have been appointed to two vacant permeant posts.
- 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.

- The revenues manager has been elected to the role of Chairman of the East Anglian Institute of Revenues, Rating and Valuation 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.

We are currently working on the Major Works Class D Discount form alongside discount and exemption review forms, so we are able to save paper and postage before the annual reviews take place from October 2026.

Estates

Annual rent review of chalets and beach huts to be undertaken.

Service charges to be finalised and issued to tenants along with recharging or insurance and other tenant obligations

Finance

- **Budget Setting 2027/28** - Preparations are now underway for setting the annual budget for 2027/28. Detailed working papers are being prepared for circulation to Budget holders, these include staffing and other direct cost budgets. Meetings and discussion will take place over the next couple of months with the aim of providing members with an early forecast position.
- **Capital Bids 2027/28** - bid forms have now been circulated for completion by officers with new capital projects requests. These will be reviewed by Finance and compiled for consideration by Members as part of the budget setting process.
- **External Audit 2025/26** – The start of the formal audit fieldwork is currently timetabled to commence early October

3 Meetings attended

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CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

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

1 Progress on Portfolio Matters.

Town Centres

Town centre visits were made to the town centres of **Cromer** (on 11th August) and **Fakenham (**on 25th August) accompanied by the Business Development Officer to undertake visual audits of vacant retail premises and engage directly with local businesses and property owners to better understand prevailing trading conditions.

The audits identified approximately eleven vacant retail units in Cromer and fourteen in Fakenham town centres. Vacancies will be monitored and where appropriate follow-up actions will be taken to determine any underlying issues, reasons for concern, or potential solutions.

The visits provided valuable intelligence on local trading conditions and opportunities for future investment. Moving forward, the Economic Growth Team will work proactively with commercial agents and other key stakeholders to support the marketing and occupation of vacant units, with the aim of strengthening town centre vitality and reducing vacancy levels.

The High Streets and Hospitality Matters programme has begun to deliver initiatives in collaboration with Norfolk County Council. Visits have been made to the currently eligible towns (Cromer, Holt and Wells) to raise awareness and solicit project ideas for Love Your Market Town grants, many of which are coming forward.


Visit to Wells-next-the-Sea with NCC LYMT officer

Skills
Skills and workforce development will be a key priority over the next two years. An appointment has been made into the role of Business Skills Support Coordinator; a post hosted by NCC but based in and predominantly working in North Norfolk, connecting business needs to education and skills providers, strengthening awareness of local career opportunities, and helping businesses access relevant skills and recruitment support. She started on 7th September.

Economic Growth Manager
Stuart Quick, the Council's Economic Growth Manager for the past ten years (and Business Development Officer for three years prior to that), leaves the Council on 15th September (although due to leave commitment, his effective last day was 3rd September). Stuart managed the Economic Growth Team with aplomb and contributed hugely positively to a wide range of initiatives with which the Council has been engaged. His departure will obviously have a significant impact but he is leaving us for a role for which he is ideally suited – Chief Operating Officer at the Shrine of Our Lady of Walsingham.

The momentum of the proactive programme of work undertaken by the Economic Growth team, and in partnership with other organisations, will be maintained while suitable arrangements are made for Stuart's replacement.

Business Visits
Visits made in July and August included the following key accounts:

- Oyster Yachts, soon to complete its consolidation at its Hoveton site
- Place UK, which had a very good season, with the sunshine helping to improve size and volume of fruit harvest; however, water supply challenges remain, despite having a dedicated reservoir.

2 Forthcoming Activities and Developments.

Forthcoming Activities and Developments

1:1 Business Accounting Advice with Larking Gowen

Thursday 10 September 2026
Various times
Fakenham Library, Oak Street, Fakenham NR21 9DY
Register here

Business Resilience in Focus Workshop
Wednesday 16 September 2026
8.30am to 10.30am
Black Shuck Distillery, Fulmodeston Road, Hindolveston, NR20 5BP
Register here

North Norfolk Cultural Partnership Meeting
Tuesday 22 September 2026
10am to 1pm
Wells Maltings, Staithe Street, Wells-next-the-Sea, NR23 1AN
Register here

1:1 Business Accounting Advice with Larking Gowen
Tuesday 22 September 2026
Various times
Holt Library, 9 Church Street, Holt NR25 6BB
Register here

Getting Started with Microsoft Copilot Workshop
Thursday 24 September 2026
9.15am to 12.45pm
North Norfolk District Council, Holt Road, Cromer, NR27 9EN
Register here

Women Talk Business: The Sticky Note Marketing Plan
Friday 23 October 2026
10.30am to 12.30pm
Fakenham Library, Oak Street, Fakenham NR21 9DY
Register here

Visit North Norfolk 2026 Conference
Thursday 12 November 2026
10am to 2.30pm
The Lady Elizabeth Wing, Holkham Estate, NR23 1AB
Register here

Women Talk Business: The Sticky Note Marketing Plan
Friday 27 November 2026
10.30am to 12.30pm
Cromer Library, Prince of Wales Road, Cromer NR27 9HS
Register here

3 Meetings attended
Visits to local businesses, including: Purple Carrot Pubs, The Grove Cromer, Byfords, Oyster Yachts, Place UK Clean Tech East. Norfolk and Suffolk joint business board Transport east meetings.

CABINET MEMBERS REPORT TO COUNCIL

23 September 2026

COUNCILLOR ADAM VARLEY - CABINET MEMBER FOR CLIMATE CHANGE AND COMMUNICATIONS
For the period July to September 2026

1 Progress on Portfolio Matters.

Communications:
The Summer season has helped to deliver another strong period of growth for NNDC platforms. Seasonally themed pieces of content including beach safety, resort carnivals, lifeguard provision, wildfires, drought and littering helped to drive 2.32m hits across all platforms and added 1517 new followers across all channels including 870 on our most popular platform Facebook. The annual Battle of the Beaches contest again proved popular with our community, in all registering total engagement of 443,196. The BOTB campaign supported messages on water safety, the coastal economy, resort facilities and amenities.

Despite a slight summer slowdown in follower growth, efforts to build Instagram and TikTok and thereby reach a wider demographic are delivering numbers in line with set targets.

The Communications team has facilitated media coverage across a wide range of issues including a BBC special on Coastal Erosion, beached whales in Mundesley, FLASH project progress; banking hubs in Fakenham; FPNs on litter; summer wildfires and LGR. We responded to requests from BBC tv and radio, ITV, EDP, Lynn News, Daily Mail, Telegraph and Guardian.

The team has also supported officers across the council on a variety of issues including coastal works at Overstrand; Coastwise projects including the Happisburgh digital church; mobile connectivity; economic growth events and grants; energy efficiency; parks and recreation; healthy ageing; and a variety of planning issues.

We're very grateful to colleagues in IT and the webteam who have collaborated closely with comms and HR to develop and launch the new look intranet.

Climate Change
<u>Engagement</u>
Promotion of energy saving technology has taken place at the Holt 'Positivitea' event, signposting residents to information, grants and easy

adaptations they can make to their homes.

Decarbonisation

The Public Sector Decarbonisation Scheme grant-funded works to Fakenham Sports Centre are almost complete following the successful installation of the air source heat pumps for heating and hot water, removal of the gas boilers and improved insulation for the existing building. Measures to provide photo voltaic cells to help power the centre and the new swimming pool are in development.

Information

In response to frequent enquiries about solar panels and the need for planning permission, and the apparent lack of such information on-line, the team has collaborated with planning staff to produce a guide. This document, which will be accessible from our website, will hopefully help answer the increasing numbers of questions from north Norfolk residents about the regulations and procedures regarding solar panel installations, especially in Conservation Areas. The hope is to help residents to take quick informed decisions on any such investment, removing the inertia brought about by uncertainty, or the fear of red tape, and providing the confidence to install solar PV on properties where no permission is required. It should also reduce the number of enquiries both the Planning and the Climate team need to respond to, reducing delays for those hoping to make such energy efficiency investments. Further guides will follow on the subjects of air source heat pumps and double glazing.

2 Forthcoming Activities and Developments.

An air source heat pump and solar panels are to be fitted to a newly acquired residential property to be used as temporary accommodation (TA) which requires a new heating system. The aim is to reduce tenant's bills, but it is intended also to treat it as a demonstration project, showing how such home energy improvements can be applied to a standard semi-detached house. It will also help inform the Council's approach to future decarbonisation of the Council's TA stock.

Team members attended a virtual screening of the **National Emergency Briefing,** a UK public awareness campaign designed to treat the climate and nature crisis with the same urgency as a wartime threat or a pandemic. It began with an expert-led briefing to politicians and business leaders in Westminster, which has since been turned into an educational film for local communities. The goal is to secure a prime-time, televised national broadcast where independent scientists can directly inform the public about the urgent risks facing UK food systems, health, and national security without political filter. There is a local screening of the film at Sheringham Community Centre on Friday 25th September at 7:30pm hosted by Sheringham Town Council which is free to attend and all are welcome.

3	Meetings attended

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CABINET MEMBERS REPORT TO COUNCIL

August 2026

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

1 Progress on Portfolio Matters.

Tourism

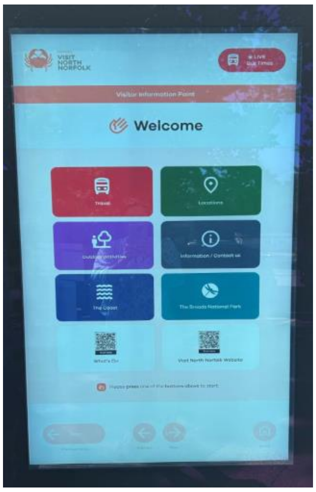
Visit North Norfolk (VNN), which supports local businesses and delivers marketing campaigns to attract visitors to the area, also runs campaigns, competitions, initiatives, training and
promotional materials for attractions and accommodation providers, alongside new commercial opportunities on E-TIPS screens (see below). In response to the identified squeeze on visitor spending, VNN is offering a range of discount vouchers, providing a tangible benefit for tourists and visitors.

Anecdotal feedback seems to suggest the summer season was busy across the destinatioin, with an expected rise in staycationing, however, whether that has fed through into the botom lines of local businesses remains to be seen. VNN has therefore instigated a survey to garner feedback on how the summer season has gone, the results of which will be reported at its annual conference (November 2026) (for which a small number of tickets are still available – delegates can book via the website 2026 Annual Conference - North Norfolk). This year's conference guest speaker is Benjamin Mee, motivational speaker and author of 'We Bought a Zoo'.

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

VNN has launched its autumn activity as part of the 'Nip Back to North Norfolk' marketing campaign – you can see the video on VNN's home page: www.visitnorthnorfolk.com. The campaign will promote visits during this season highlighting nature, dark skies, events, history and heritage, walking, attractions and food and drink (all influences for an autumn visit). The campaign will be promoted digital platforms as well as through ecomms.

The electronic tourist information points (eTIP) project (reported previously) has so far seen the installation of the first five display screens, which are now live and showing both general public information and commercial content (at Greater Anglia stations). All twenty allocated advertisement slots have been sold, with income supporting the initiative and our destination management partner, Visit North Norfolk, which is leading this initiative. Plans are progressing for the installation of five more screens (with one more in planning) which will go live as soon as the units are in place. Both the uptake of commercial advertising and web traffic to the information provided will be monitored and reported as appropriate to the VNN Board.



Culture
The next North Norfolk Cultural Partnership networking meeting is planned for Sept 22nd at Wells Maltings. This is posted on Eventbrite and any creative industry representative in the area is welcome to attend. Please register for your free ticket here: https://lnkd.in/ezkvC4_C

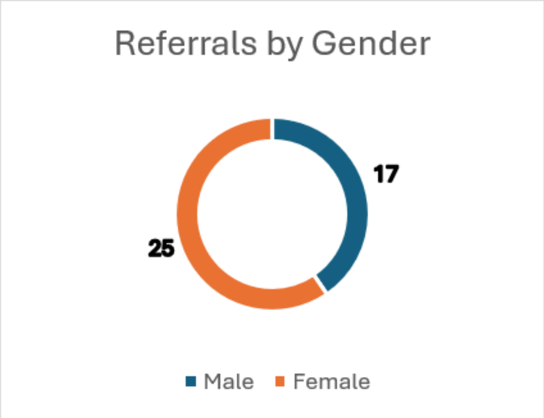
Ongoing promotion of cultural events and activities are via the Visit North Norfolk website and those posting events are encouraged to tag the partnership by using @Northnorfolkcp. Admin support for the partnership is provided by Sheringham Little Theatre, which enables continuity and sustainability for the sector as we move towards LGR.

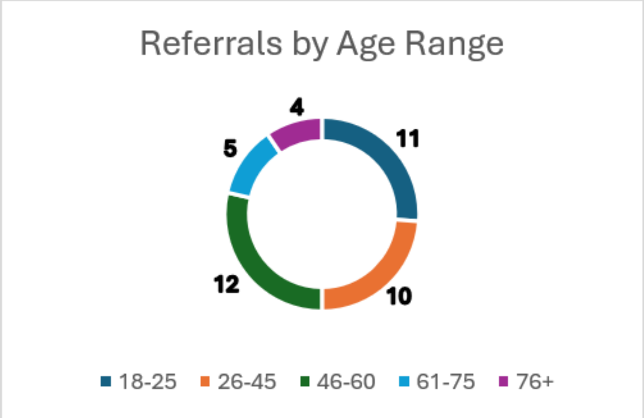
Expressions of Interest were submitted to the Government's Creative Foundations Fund (CFF) Round 2: for Cromer Pavillion Theatre and Sheringham Little Theatre. Both are for projects in Strand 1 of the Fund (£100,000 - £1m) for refurbishment, alterations and improvements that will help with the longer-term financial sustainability of those important local cultural facilities. This fund is extremely competitive as it supports buildings and equipment expenditure across the Country. We await feedback, which is expected in September.

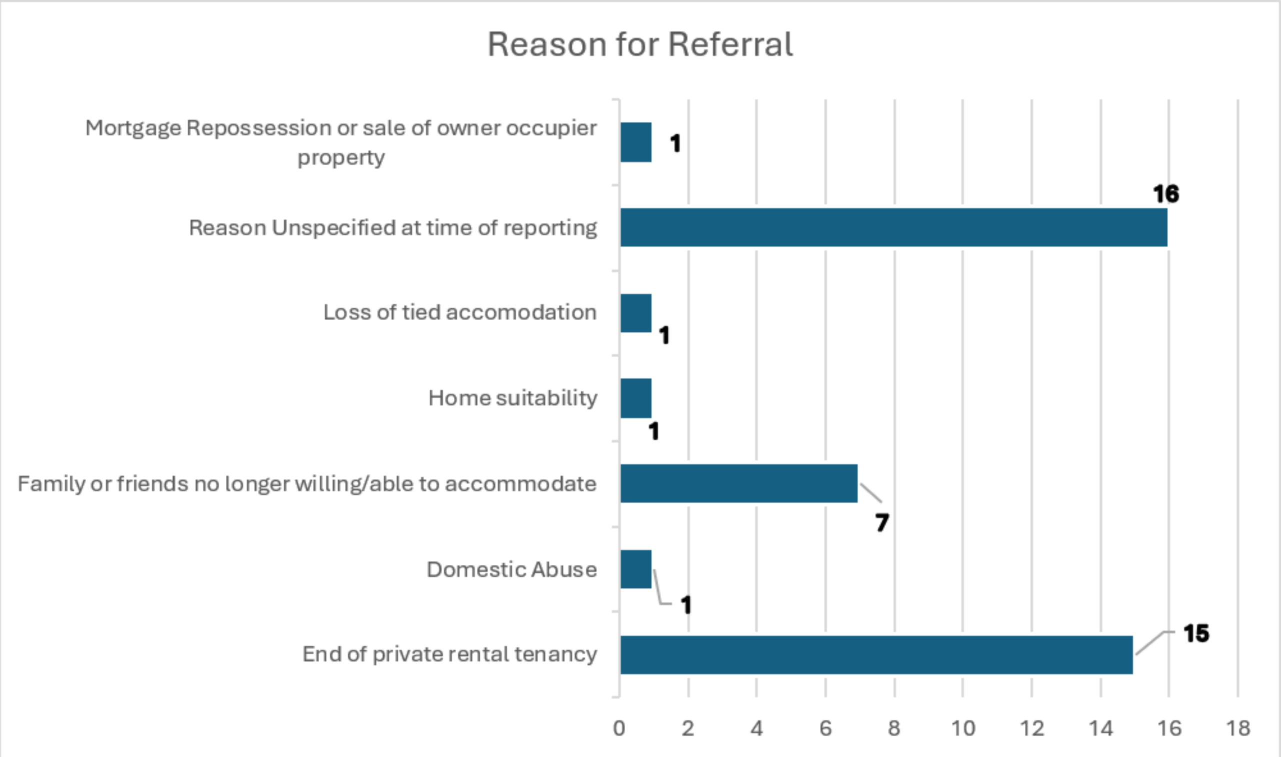
<u>COMMUNITY OUTREACH</u>

<u>Homelessness Prevention</u>

During August, the team received **6** new referrals from Housing Options and assisted **42** households threatened by, at risk of or experiencing homelessness.
Of those **42** households, the primary customers were divided as follows:







<u>Within these 42 households there are 35 dependents, therefore the Community Outreach Officers are working to prevent or rectify homelessness for **77** individuals.</u>

The Community Outreach Officers work closely with our colleagues in Housing Options and other services to support people at risk of and experiencing homelessness. We offer a person-centric, holistic approach and meet people where they feel comfortable which might be their home, the local library or a nearby community setting. The Community Outreach Officers are skilled in active listening and this, coupled with meeting people in a familiar environment, means that people open up to them and build trusted relationships. The support we offer is manifold, for example:

- encouraging and empowering people to communicate and meet with landlords and estate agents
- supporting people to search for private rental properties online and accompanying them to viewings
- supporting tenants with additional needs and requirements to maintain or secure accommodation
- completion of paperwork such as estate agents' pre-registration forms and Your Choice Your Home applications.
  completion of other documents such as Attendance Allowance forms, Universal Credit applications, Income and Expenditure forms, etc.
- using our vast knowledge of the voluntary, statutory and charitable sector support available in North Norfolk to refer into the right services for mental health, employment, domestic abuse and financial support
- gaining ID and setting up bank accounts
- accompanying residents to food banks and larders, Citizens Advice, etc

The Community Outreach Officers meet people where they're at and support them with the challenges they face in regards to their accommodation needs and homelessness challenges.

Collaborations and new connections

This month, Officers have made a number of new connections and worked collaboratively with various services that help to create a supportive network around those facing or at risk of homelessness.
These connections and collaborations include North Walsham Good Neighbour Scheme, NIDAS, Department of Work and Pensions, Walking with the Wounded, Norfolk County Council Adult Social Care, the Probation Service, Public Health, NNDC Housing Options, NNDC Early Help and Prevention service, Digital transformation and Holt Community Centre.

Homelessness Prevention Case Study

Mr and Mrs T are an older couple who have been renting a private property on a farm estate for over 40 years.

The estate manager had approached the couple and informed them that the owners were planning on selling up, and that they should expect an eviction notice. For many months this was not served, leaving Mr and Mrs T unsure about what might be happening.

After some time, they were approached by the manager again and finally served with a notice of eviction.

Mr and Mrs T do not have access to the internet, and so they were supported by a Community Outreach Officer to apply to join the housing register through 'Your Choice Your Home'. Checks were completed around income and benefit eligibility to ensure they were receiving the maximum amount.

The eviction has caused the couple great distress, and as a result, the Community Outreach Officer made referrals for wellbeing and mental health support. A meeting with the estate manager was also attended with the Officer to offer support and advocacy.

Assistance was given to apply for properties with a local connection requirement in an area where their daughter currently lives.

Mr and Mrs T were offered a bungalow in this area, and a tenancy was successfully agreed.

Other Service News

Poppyland Radio Shows:

In August we recorded one show about:

Walk Felbrigg: Felbrigg Hall and Gardens is one of the National Trust properties in North Norfolk. The beautiful 17th century house which is set in 580 acres of parkland welcomes visitors all year round. In addition to its cafe and bookshop, Felbrigg offers many activities and has recently expanded its portfolio to include Walk Felbrigg. Following a successful trial in January, Walk Felbrigg officially launched in May 2026. Walk Felbrigg offers inclusive, accessible, free guided walks at 11.30am on the first and third Wednesday of the month and at 1.30pm on the first Saturday of the month. Complimentary community walks can also be arranged. Walk Felbrigg provides an excellent opportunity to get outside in nature, learn about Felbrigg Hall and Gardens, meet new people and enjoy some gentle exercise.

PositiviTea Events:

One PositiviTea event was held in August, on Tuesday 4th August, at Holt Community Centre. Attendees were mostly younger individuals, and a particular interest was noted in the North Norfolk Community Development and Digital Transformation stands.

Upcoming events include:

8th September 2026 – Cromer Community Centre, Garden Street, Cromer from 10am to midday

2nd October 2026 – Coastal Health and Wellbeing, Wells Community Hospital, Mill Road, Wells-Next-The-Sea from 10am to midday

13th October 2026 – The Stables, Stalham Baptist Church, Stalham from 10am to midday

5th November 2026 - Sheringham Salvation Army Hall, Cremer Street, Sheringham from 10am to midday.

North Norfolk Health & Wellbeing Partnership:

A Task & Finish Group met on 13th August to discuss ideas for the Crisis Resilience Fund. Since the meeting, a high-level overview has been sent to the Hardship Board for their consideration and comments.

Leisure

Leisure Contract

Despite the lovely weather and traditionally slow time of year for Leisure Centres the number of visits across the contract actually increased on May and June. In July the contract achieved 39,445 visits whilst August saw 40,832 visits – including over 20000 at the Reef, which is excellent. At the end of August the number of fitness memberships held was 3480, and the number of children on the swim lesson programme remained steady at 983.

Countryside

All countryside sites have been very busy over the summer holidays as some people sought the shade of the woodlands rather than the heat of the beaches. We are happy to report that despite the heightened fire risk caused by the extended hot & dry spell visitors treated the sites well and followed advice to ensure that we saw no issues with fire across our sites.

The extended dry spell has, and will continue to, cause trees to struggle. A lot of extra practical tree work is required this Autumn and Winter as many trees are already declining in health as a result. We expect this decline to continue to be felt over the course of the next 12 months at least, which will require ongoing and careful monitoring and maintenance. Planned maintenance and thinning of some sites, in line with our felling licences, will also begin shortly. Fortunately, the Ranger team is once again back to full strength with the appointment of two rangers.

Our Green Futures Youth Project has continued over the summer holidays with Muddy Boots Youth and Archery sessions delivered. A reminder that these sessions are free to attend for young people aged 11-19 (up to 25 with additional needs) who live or are educated in North Norfolk. We have also secured an additional £4000 funding to continue this project into 2027

Muddy Boots Youth Bug Hotel

Blue Flag Beaches & Foreshore

A new Seafront Inspector has joined the team to monitor our main resorts, working on an annualised hours basis you will see him patrolling more in the summer season and less in the winter to meet demands.

The lifeguards season officially finished on September 13th and officers will be holding an end of season de-brief with the RNLI in early October. The very busy early season continued throughout the summer so it is expected that the number of interventions will be reported as high this year, but the number of major incidents remained relatively low. The RNLI did utilise extra guards at some beaches throughout the summer to cope with the ‘demand’, which is unusual.

The team are working on new jet-ski signage for the beaches where the most activity is known to take place. It has been a relatively quiet year in terms of correspondence around jet-ski use however we want to continue to be on the front foot in terms of advice and education.

Markets

Trade remains very consistent and there is a good atmosphere amongst the traders. This has been supported by the appointment of a permanent Market Supervisor. This years themed markets have proven disappointing and will be reviewed at the end of the year following the Christmas market.

Pier Pavilion Theatre

With 9 days to go of the summer show numbers for the Summer Show sat at 20180 tickets sold, which is down on both 2025 and 2024. This is a nationwide trend for theatres and the team from Openwide are discussing ways in which this can be addressed in future years. In contrast concert sales are very strong this year with 21471 tickets sold by mid September, and the Christmas Show is about where it was expected to be at this stage.

Due to several complications throughout the process unfortunately Tides new Fish and Chip offer was not ready to open this summer and is set to open at Easter 2027 instead.

Physical Activity Development

Active Communities Officer Updates

Big Norfolk Holiday Fun – 10 providers delivered summer holiday activity sessions which were free to attend by means tested free school meal eligible children. A range of offers were available right across the district providing enriching activities and healthy meals to attendees. Our Active Communities Officer and Leisure Services Manager visited new provider PGL in Overstrand to audit their provision, which was very impressive.

Library Hire Hubs – the sports equipment has now been logged and coded by the library service, and delivered to each of the three libraries involved in this – Fakenham, Cromer and North Walsham. Various sports equipment is available to hire from each site for anybody who has a valid library card and although we do not have any official stats back from the libraries at this early stage we do know that three different pieces of equipment were hired in the first couple of days at North Walsham. We will be following up in the coming weeks.

Junior Parkruns - The team are still working to bring two new junior park runs to the district – one in Fakenham and one in North Walsham. At present the Fakenham event is closer to being ready, with initial funding secured and their Parkrun Directors working to get it started ASAP. North Walsham is slightly behind but we are still hopeful that this will follow soon after.

2 Forthcoming Activities and Developments.
3 Meetings attended **North Norfolk Cultural Partnership x3** **Visit North Norfolk** **Norfolk Joint Museums Committee** **Norfolk Record Office Committee –apologies** **Community Rail Partnership** **Puppet Tree** **Priory Patch**
Officers Representing the Portfolio of Culture, Arts and Heritage and Tourism

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BUDGET MONITORING Period 4 2026/27	
Executive Summary	This report provides the first update on the Council's financial performance and projected full year outturn position for 2026/27 for the revenue account, capital programme, reserve statement as at the end of July 2026. As at 31 July 2026, the General Fund Forecast Outturn position for 2026/27 is a surplus of £0.367m. This is after adjusting for all known variations and full year forecasting by service managers.
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	This is an update report on the Council's financial position, and no other consultations were considered.
Recommendations	**Members are asked to consider the report and recommend the following to full Council:** a) Note the contents of the report and the current forecast year end position. b) Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a £60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG c) Seek approval to transfer £2.0m from the General Reserve to the New Burdens Reserve.
Reasons for recommendations	To update members on the current budget monitoring position for the Council.
Background papers	Budget report, Budget Monitoring reports

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

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

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

1. Introduction

1.1 This report updates members of the forecast outturn position for 2026/27 against the updated budget. The updated budget reflects the base budget approved by Full Council on the 18 February 2026 updated to reflect approved budget movements. The position is calculated based on information as at the end of July 2026 and includes revenue, capital and reserves.

1.2 Commentary on the more significant forecast variances by expenditure type (subjective) are included within the report with further supporting information provided within the detailed appendices.

1.3 Where there are predicted savings related to reserve funded expenditure items, the reserve position has been updated to reflect this.

2. Summary Financial Forecast P4 2026/27

2.1 The General Fund position for the year shows a forecast year-end surplus of (£0.367m). This is after allowing for adjustments to/(from) Earmarked Reserves.

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

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

2.4 **Table 1**

2026/27 Revenue Account Excluding Notional Charges	Updated Budget £'000	Forecast P4 2026/27 £'000	Variance £'000
Service Area:			
Corporate	4,476	4,388	(88)
Resources	5,585	6,881	1,296
Service Delivery	10,958	10,668	(290)
Net Cost of Services	**21,019**	**21,937**	**918**
Parish Precepts	4,318	4,318	0
Net Interest Receivable/Payable	(1,104)	(1,821)	(717)
Minimum Revenue Provision (MRP)	624	624	0
Capital Financing	279	1,354	1,075
Contribution to/(from) Earmarked Reserves	551	(1,092)	(1,643)
Contribution to/(from) General Reserve	251	251	0
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	25,938	25,571	(367)
Government Grants and Council Tax	(25,938)	(25,938)	0
Net (Surplus)/Deficit for the Year	**-**	**(367)**	**(367)**

2.5 **Net Cost of Service –** the position shows a net deficit of £0.918m 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.

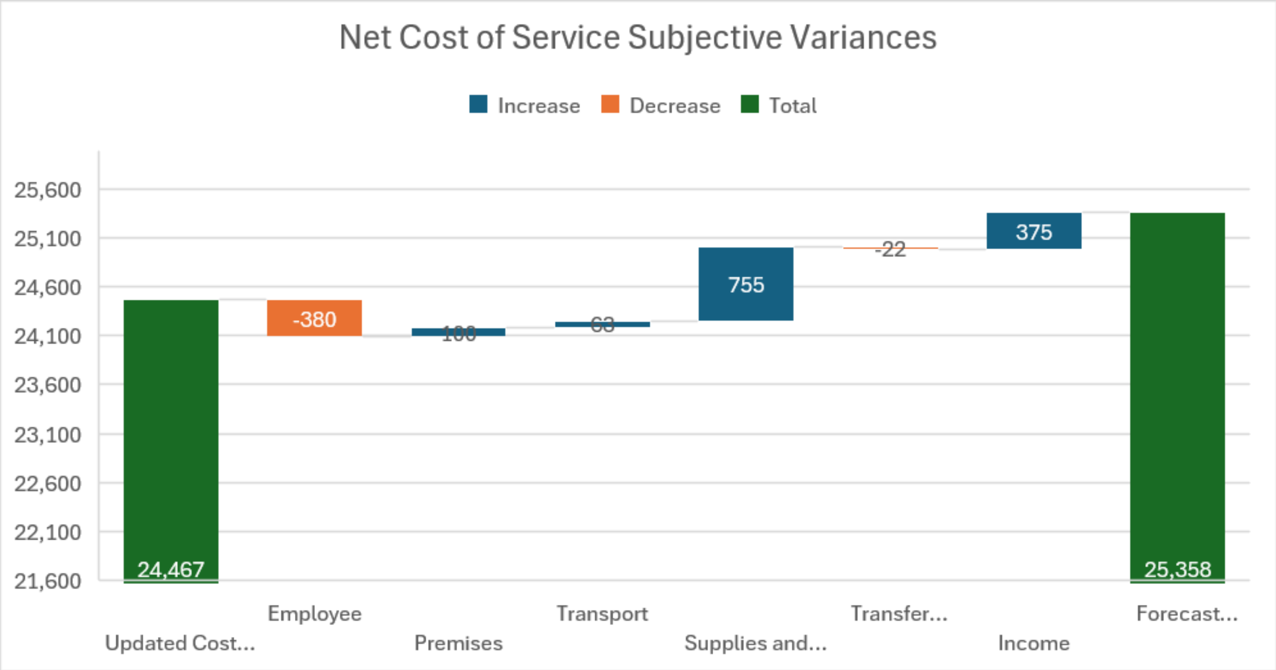
- **Net Interest Receivable/Payable –** relates to the Council's balances invested to provide revenue, along with the cost of external borrowing. The position shows that there is forecast to be a net surplus of (£0.717) m at the end of the year. This movement relates to interest receivable which is forecast to be greater than predicted due to higher balances available to invest. Another factor is the councils reduced external borrowing requirement. This is explained further within paragraphs 3.10 to 3.15.

- **Minimum Revenue Provision (MRP) –** is the provision that the Council is charging against the revenue for the repayment of debt, this is measured by the amount of borrowing required to fund the Capital Programme. This position fluctuates with capital programme spend. The current position has not been updated at this point but will continue to be monitored.
- **Capital Financing –** this expenditure line relates to revenue financing allocated to the council's capital programme. The period 4 forecast has been updated to reflect the programme slippage from 2025/26 highlighted in the outturn report. Further information is provided within the capital monitoring found at section 4 below and at appendix C.
- **Contributions to/(from) Reserves –** As part of this forecast position the earmarked reserve statement has been updated to reflect planned movements in reserves. Further information on the councils reserves movements can be found at section 5 below and within Appendix D.
- **Income from Government Grants and Taxation –** There has not been an updated position calculated at P4 2026/27

3. Net Cost of Services – Commentary by Expenditure Heading for Period 4 2026/27

3.1 The net cost of services shows a year-end deficit of £0.918m. This position includes notional charges and is before any transfers to/from earmarked reserves.

3.2 Graph 1 below shows the main variances across the standard expenditure headings which comprise the Net Cost of Services.



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

3.4 **Employee Costs – Current forecast underspend of £0.380m**

Direct Employee Expenses – surplus (£0.394m)

- Additional cost of providing maternity cover £0.025m not included in the base budget.
- (£0.431m) There have been a number of vacant posts during the first few months of 2026/27 – the main service areas include Benefits, Legal, Coast protection, Customer Services, and Property and Estates. Some of these savings are offset by reduced funding or additional costs incurred due to the need to employ temporary agency staff, these are outlined in the sections below.
- £0.057m Additional temporary posts funded from reserves including Revenues apprentices and a support for Local Government Reorganisation (LGR).

Indirect Employee Expenses – Deficit £0.014m

- (£0.008m) Training, associated with generic and professional training.
- £0.011m Redundancy payments, funded from the invest to save and restructuring reserve.
- £0.016m Recruitment costs which are not separately budgeted for and are funded from staff turnover.
- (£0.005m) Employee related insurance premiums.

3.5 **Premises Costs – Net Overspend of £0.101m**

- £0.047m Repairs and Maintenance works including the main items relate to £0.010m Pier works for 125 years celebration and £0.021m Amenity Lighting funded from the Asset Management reserve.
- £0.003m Grounds Maintenance – Tree safety works
- £0.015m Business rates on the Councils assets – Increase of £0.035m Car parks, partially offset by a reduction of (£0.022m) Admin Buildings.
- £0.035m Utilities - £0.014m Additional electricity costs provision of additional 18 EV charging points installed. Increased costs at sites including Public Conveniences and Amenity lighting.

3.6 **Transport Related costs – Overspend £0.063m**

- £0.055m Vehicle lease payments including – £0.044m electric vehicles and £0.011m new property van.
- £0.008m Leisure Diesel costs for equipment, generator for Holt Country Park.

3.7 **Supplies and Services – Overspend £0.755m**

- £0.129m Agency costs required to cover vacant posts including Legal and Finance. This variance also includes placement costs of permanent recruitment. These costs are offset by staff turnover savings.
- £0.007m Bank charges, new service fees offset by a reduction in borrowing brokerage charges.
- Additional Audit fees 0.023m, signing off Housing Benefit subsidy from 2021/22.

- £0.030m Additional Computer software licence costs including Open Revenues.
- £0.576m Additional contributions including £0.500m Local Government Organisation, £0.039m North Norfolk railway contribution for the provision of toilets.
- £0.027m Contribution to the Football Foundation (3G pitch replacement) recovered from the sports hall.
- £0.045m Estates professional Fees offset by vacant post.
- (£0.012m) Waste and Recycling - Commercial disposal; reduced tonnage fees.

3.8 **Transfer payments – Underspend £0.021m**

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

3.9 **Income – Net shortfall of £0.374m**

Government Grants – Forecast overspend of £0.325m

- (£0.075m) New Burdens grant was received in respect of Internal drainage board costs; this funding is to offset additional pressures relating to this service.

- Housing Benefit Subsidy - Based on the mid-year subsidy claim for 2026/27 submitted to the Department for Works and Pensions (DWP) there is an anticipated shortfall of £0.787m. This is largely due to the placement of Homeless clients in Bed and Breakfast accommodation. Not all these costs can be reclaimed as there is an expenditure cap dependant on the location of the property. This forecast shortfall is partially mitigated by the recovery of prior year overpaid subsidy; this is estimated to reduce the overall shortfall to £0.400m. This funding shortfall could be mitigated by the Second Homes Premium Reserve, although this transfer is not included as part of this forecast.

- The external audit of the 2021/22 Housing Benefit subsidy has now been finalised, there is a small claw back of subsidy of £0.011m, this will be funded from the benefits reserve.

Other Grants and Reimbursement – Shortfall £0.018m

- (£0.027m) Income from sports centre to cover Football Federation contributions.
- £0.045m – Match funding for a post that is currently vacant.

Rents – Shortfall £0.011m

- (£0.005m) Industrial estates rents and services charges (at Hornbeam)
- (£0.025m) Admin Buildings Rents and service charges
- £0.049m RNLI not back in the Rocket house so rents and service charges cannot be charged.
- £0.009m Old NNIC building reduction in rents forecast for 2026/27
- (£0.017m) Rents other lettings

Customer and Client Receipts – Shortfall £0.012m

- £0.043m – Building Control fee income, lower applications.
- (£0.052m) – Development Management, planning fee income due to a larger number of applications.
- £0.008m – Fees from Markets.
- £0.088m – Carparks, £0.076m Fee income, £0.021m Season tickets offset by (£0.010m) Penalty notices.
- (£0.065m) – Land Charge fee income due to higher applications, this is offset by a planned contribution to the earmarked reserve.
- (£0.010m) Legal income

Non-Service Income and Expenditure

Investment Income

3.10 The 2026/27 investment interest budget is £1.645m. This budget was calculated based on the economic and forecasted cashflow positions as at November 2025 (5% average interest rates and an anticipated average cash balance for investing of £34.716m). Since then, the Monetary Policy Committee (of the Bank of England) have held interest rates to achieve their purpose of preventing high levels of inflation. As at the time of writing this report, the base rate was 3.75% and has been at this rate since the start of the financial year.

3.11 At period 4, the Council earned £785k in investment interest, which is a favourable variance of £327k compared to the period 4 budget of £458k. This was with an average rate of 5.66% on an average Principal of £40.544m.

3.12 The revised year-end forecast indicates a projected surplus of £0.464m, with total investment interest expected to reach £2.109m, exceeding the original budget of £1.645m. While this represents a favourable variance, it should be noted that the position remains greatly subject to change due to fluctuations in daily investment balances and potential shifts in market conditions until the year-end. This forecast is also only based on the first four months of the financial year, making forecasting subject to changes later on in the year. Compared to the position from budget there are two favourable points to note:

- Additional short-term cash balances have been available for investment from grants awarded towards capital projects (£5.858m higher actual average compared to budgeted average), contributing to the improved investment return.

- It was forecasted that the interest rate (set by the Monetary Policy Committee of the Bank of England) would fall in Q1 to 3.5%. This fall has not happened at the rate has stayed at the higher rate of 3.75%, contributing to the improved investment return.

Borrowing Interest

3.13 The Council has previously authorised borrowing to support the delivery of certain capital projects. At the start of the 2026/27 financial year, the Council's Capital Financing Requirement (CFR) stood at £17.798m. The CFR represents the underlying need for the authority to borrow in order to finance historic capital expenditure that has not yet been funded through capital or revenue contributions. To address this requirement, the Council makes an annual Minimum Revenue Provision (MRP), a statutory charge against revenue budgets intended to ensure that sufficient funds are set aside to repay the principal element of borrowing over time. A significant increase in capital projects financed through borrowing will result in a higher CFR and, consequently, increased MRP obligations, thereby placing additional pressure on the Council's revenue budget in future years

3.14 As of Period 4, the year-end Capital Financing Requirement (CFR) is projected to be £17.356m, following a confirmed Minimum Revenue Provision (MRP) contribution of £600k from revenue. The final CFR position may be lower if capital projects funded by borrowing are not fully delivered or are cancelled within the current financial year.

3.15 The Council has a borrowing budget of £272k for interest payable in 2026/27. This was calculated in November of the prior financial year and was calculated as prudent to cover any potential borrowing expenses. As at period 4, actual borrowing expenses of £19k have been made. At the current time there is a favourable variance of £253k against the borrowing budget at year-end. This gain is from the Council's having generated additional cash which has led to the repayment of the £5m PWLB loan without needing to renew any loan Principal.

4. Capital

4.1 This section of the report presents the capital programme 2026/27 position as at the end of period 4, together with an updated capital programme for the financial years 2027/28 to 2031/32. Appendix C provides the details of the current position.

4.2 Total Capital expenditure for 2026/27 as in period 4 was £5.384m compared to an updated full year capital budget of £42.395m. This gives remaining forecasted 2026/27 capital spend of £37.011m.

4.3 The large amount of budget is attributed to the Council having multiple high-value projects in its capital programme in the current financial year. The current programme is primarily funded by external grants and contributions, with the remainder funded from the Council's internal funding resources (capital receipts and reserves). The remaining projects with no alternative funding available must be funded from borrowing. The current expected amount of capital projects during 2026/27 expected to be funded by internal/external borrowing is £9.793m.

4.4 The following adjustments will be made to the capital programme, subject to approval by Full Council. This addition has been reflected in Appendix C as detailed below:

4.5 Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a

£60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG. This is following the central government implementation of The Building Safety Levy on new residential buildings starting from the 1st of October 2026, where levies are collected from developers by Council's and MHCLG distributes the levies as grants to local authorities.

5. Reserves

5.1 The Councils current reserve position is provided at Appendix D. This position has been updated as part of preparing the updated forecast for 2026/27.

5.2 The updated base budget assumed net contributions into reserves of £0.802m the current forecast is a net contribution out of reserves of £0.841m, the more significant movements are outlined below.

5.3 (£0.538m) Use of the Local Government Organisation (LGR) reserve, Contribution to the countywide project along with additional fixed term staffing.

5.4 (£0.422m) Delivery Plan reserve, slippage in the 2025/26 capital programme.

5.5 (£0.309m) Capital Projects reserve, slippage in the 2025/26 capital programme.

5.6 The Forecast General Reserve balance on 31 March 2027 is £4.518 million which is above the recommended balance of £2.1million.

6. Medium Term Financial Strategy

6.1 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.

7. Proposals and Options

This is a factual report that outlines the Forecast financial position at the year-end for the year 2026/27. There are proposed recommendations for Cabinet to make to full Council on 23 September 2026. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

8. 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.

9. Financial and Resource Implications

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

10. Legal Implications

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

11. Risks

11.1 Financial risks are identified within the report content.

12. Net Zero Target

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

13. Equality, Diversity & Inclusion

This report does not raise any issues relating to Equality, Diversity, and Inclusion.

14. Community Safety issues

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

15. Conclusion and Recommendations

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

a) The Updated Forecast position at P4 2026/27 for the General Fund revenue account (See Appendix A);

b) Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a £60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG

c) Seek approval to transfer £2.0m from the General Reserve to the New Burdens Reserve.

S151 Officer
The Period 4 position as presented in this report shows that the updated forecast for 2026/27 is a year-end surplus of £0.367m. The Finance team and service managers will continue to monitor the revenue and capital budgets and provide detailed information as part of the P6 monitoring position for 2026/27.

Monitoring Officer
In accordance with the CIPFA requirements, this report provides financial information to Members around the 2026/27 provisional outturn position for the year and matters as detailed in the recommendations.

General Fund Summary Forecast at P4 2026/27

Service Area	2026/27 Base Budget	2026/27 Updated Budget	Full Year Forecast Period 4 2026/27	Variance
	£	£	£	£
Corporate Leadership/ Executive Support	4,587,873	4,585,873	4,498,089	(87,784)
Resources	7,300,279	7,302,279	8,598,758	1,296,479
Service Delivery	12,618,062	12,578,674	12,288,223	(290,451)
Net Cost of Services	24,506,214	24,466,826	25,385,070	918,244
Parish Precepts	4,318,242	4,318,242	4,318,242	0
Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)	0
Refcus	(761,647)	(761,647)	(761,647)	0
Interest Receivable	(1,375,700)	(1,375,700)	(1,839,700)	(464,000)
External Interest Paid	271,700	271,700	19,000	(252,700)
Revenue Financing for Capital:	278,600	278,600	1,353,540	1,074,940
Minimum Revenue Provision	624,090	624,090	624,090	0
IAS 19 Pension Adjustment	276,280	276,280	276,280	0
Net Operating Expenditure	**25,175,405**	**25,136,017**	**26,412,501**	**1,276,484**
Collection Fund – Parishes	(4,318,242)	(4,318,242)	(4,318,242)	0
Collection Fund – District	(8,285,376)	(8,285,376)	(8,285,376)	0
Retained Business Rates	(5,424,962)	(5,424,962)	(5,424,962)	0
Revenue Support Grant	(6,322,463)	(6,322,463)	(6,322,463)	0
Recovery Grant	(194,584)	(194,584)	(194,584)	0
Extended Responsibility Grant	(1,312,840)	(1,312,840)	(1,312,840)	0
Damping Grant	(79,801)	(79,801)	(79,801)	0
Income from Government Grant and Taxpayers	**(25,938,268)**	**(25,938,268)**	**(25,938,268)**	**0**
Contributions to/(from) Earmarked reserves	762,863	802,251	(841,173)	(1,643,424)
(Surplus)/Deficit	**0**	**0**	**(366,940)**	**(366,940)**

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Corporate Directorate Budget Monitoring Period 4 2026/27

	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn P4 2026/27 £	Movement £	Movement Explanation
AD Corporate Services					
Employee Costs	137,189	137,189	137,189	0	No Major Variances.
Transport Related	1,694	1,694	1,694	0	No Major Variances.
Supplies and Services	250	250	250	0	No Major Variances.
	139,133	**139,133**	**139,133**	**0**	
Communications					
Employee Costs	196,965	196,965	209,335	12,370	Fixed term extension.
Transport Related	2,238	2,238	2,238	0	No Major Variances.
Supplies and Services	79,180	84,180	84,180	0	No Major Variances.
Capital Financing	55,954	55,954	55,954	0	No Major Variances.
Income	0	(5,000)	(5,000)	0	No Major Variances.
	334,337	**334,337**	**346,707**	**12,370**	
Programme & Project Management					
Employee Costs	122,531	122,531	149,870	27,339	Additional resource.
Transport Related	600	600	600	0	No Major Variances.
Supplies and Services	340	340	340	0	No Major Variances.
	123,471	**123,471**	**150,810**	**27,339**	
Corporate Leadership Team					
Employee Costs	657,509	657,509	617,721	(39,788)	Vacant post.
Transport Related	7,832	7,832	7,832	0	No Major Variances.
Supplies and Services	14,820	14,820	14,820	0	No Major Variances.
	680,161	**680,161**	**640,373**	**(39,788)**	
Customer Services - Corporate					
Employee Costs	897,831	897,831	821,937	(75,894)	Vacant posts.
Transport Related	1,500	1,500	1,500	0	No Major Variances.
Supplies and Services	48,616	46,616	46,616	0	No Major Variances.
Capital Financing	54,056	54,056	54,056	0	No Major Variances.
Income	(25,020)	(25,020)	(25,020)	0	No Major Variances.
	976,983	**974,983**	**899,089**	**(75,894)**	
Human Resources & Payroll					
Employee Costs	369,031	369,031	395,117	26,086	LGR post funded from reserves.
Transport Related	500	500	500	0	No Major Variances.
Supplies and Services	24,400	24,400	24,400	0	No Major Variances.
Income	(1,000)	(1,000)	(1,000)	0	No Major Variances.
	392,931	**392,931**	**419,017**	**26,086**	
Reprographics					
Employee Costs	52,117	52,117	52,117	0	No Major Variances.
Transport Related	250	250	250	0	No Major Variances.
Supplies and Services	35,290	35,290	35,290	0	No Major Variances.
Income	(4,000)	(4,000)	(4,000)	0	No Major Variances.
	83,657	**83,657**	**83,657**	**0**	
Corporate H&S					
Employee	93,468	93,468	86,418	(7,050)	Vacant post.
Transport	600	600	600	0	No Major Variances.
Supplies and Services	2,250	2,250	2,250	0	No Major Variances.
Income	(9,000)	(9,000)	(9,000)	0	No Major Variances.
	87,318	**87,318**	**80,268**	**(7,050)**	
Total Corporate	**2,817,991**	**2,815,991**	**2,759,054**	**(56,937)**	

Corporate Directorate Budget Monitoring Period 4 2026/27

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn P4 2026/27 £	Movement £	Movement Explanation
Ad Legal and Governance					
Employee Costs	106,547	106,547	106,547	0	No Major Variances.
Transport Related	2,194	2,194	2,194	0	No Major Variances.
Supplies and Services	600	600	600	0	No Major Variances.
	109,341	**109,341**	**109,341**	**0**	
Legal Services					
Employee Costs	595,528	595,528	536,813	(58,715)	Vacant posts.
Transport Related	2,644	2,644	2,644	0	No Major Variances.
Supplies and Services	79,810	79,810	122,950	43,140	£49,140 Agency staff. (£6,000) Disbursement fees.
Income	(50,000)	(50,000)	(60,000)	(10,000)	Higher fee income.
	627,982	**627,982**	**602,407**	**(25,575)**	
Members Services					
Employee Costs	226,891	226,891	231,336	4,445	Maternity cover.
Transport Related	7,981	7,981	7,981	0	No Major Variances.
Supplies and Services	570,860	570,860	561,143	(9,717)	Members allowances.
	805,732	**805,732**	**800,460**	**(5,272)**	
Registration Services					
Employee Costs	160,088	160,088	160,088	0	No Major Variances.
Premises Costs	2,600	2,600	2,600	0	No Major Variances.
Transport Related	450	450	450	0	No Major Variances.
Supplies and Services	65,189	65,189	65,189	0	No Major Variances.
Income	(1,500)	(1,500)	(1,500)	0	No Major Variances.
	226,827	**226,827**	**226,827**	**0**	
Total Legal and Governance	**1,769,882**	**1,769,882**	**1,739,035**	**(30,847)**	
Total Corporate	**4,587,873**	**4,585,873**	**4,498,089**	**(87,784)**	

Resources Directorate Budget Monitoring Period 4 2026/27

Assistant Director Finance Assets and Revenues

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn 2026/27 £	Movement £	Movement Explanation
Ad Finance, Assets and Revenues					
Employee Costs	97,299	97,299	97,875	576	No Major Variances.
Transport Related	300	300	300	0	No Major Variances.
Supplies and Services	100	100	100	0	No Major Variances.
	97,699	**97,699**	**98,275**	**576**	
Admin Buildings					
Premises Costs	528,762	528,762	505,918	(22,844)	Business Rates mainly in relation to Cromer Office.
Supplies and Services	43,480	43,480	34,044	(9,436)	(£4,700) Health & Safety, (£4,000) Telephone Costs.
Transfer Payments	204,033	204,033	170,520	(33,513)	Decreased service charge costs for NNDC share of admin buildings.
Capital Financing	30,487	30,487	30,487	0	No Major Variances.
Income	(407,206)	(407,206)	(427,440)	(20,234)	See **Note A** Below:
	399,556	**399,556**	**313,529**	**(86,027)**	

Note A: (£25,475) Rental Income and additional (£23,865) Service Charge Income due to unbudgeted tenancy arrangements. £31,156 Decrease in service charge cost for NNDC share of admin building.

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn 2026/27 £	Movement £	Movement Explanation
Amenity Lighting					
Premises Costs	34,033	34,033	59,700	25,667	£20,700 Emergency lighting repairs at Cromer Promenade which will be funded by Asset Management Reserve. £4,967 Electricity.
	34,033	**34,033**	**59,700**	**25,667**	
Benefits Subsidy					
Transfer Payments	15,674,027	15,674,027	15,674,027	0	No Major Variances.
Income	(15,674,027)	(15,674,027)	(15,674,027)	0	No Major Variances.
	0	**0**	**0**	**0**	
Car Parking					
Premises Costs	770,550	770,550	828,499	57,949	£35,773 Business Rates, £13,723 Electricity costs due to instalation of 18 additional EV charging points, £9,351 Flowbird contract. £3,000 Tree works. (£3,900) Repairs and Maintenance.
Transport	0	0	44,000	44,000	Enterprise electric vehicle fleet lease payment.
Supplies and Services	412,752	412,752	416,405	3,653	BCKLWN Management Fee.
Capital Financing	55,829	55,829	55,829	0	No Major Variances.
Income	(4,033,050)	(4,033,050)	(3,946,796)	86,254	£74,462 Car parking income. £21,348 Season Ticket Income. (£10,000) PCN Income.
Internal Income	(10,000)	(10,000)	(8,000)	2,000	Income in relation to use of car park for Markets.
	(2,803,919)	**(2,803,919)**	**(2,610,063)**	**193,856**	
Central Costs					
Employee Costs	35,500	35,500	35,500	0	No Major Variances.
Supplies and Services	15,500	15,500	15,500	0	No Major Variances.
	51,000	**51,000**	**51,000**	**0**	
Chalets/Beach Huts					
Premises Costs	30,854	30,854	31,805	951	No Major Variances.
Supplies and Services	15,230	15,230	22,700	7,470	Other Professional Fees - Moving Beach Huts to/from storage.
Capital Financing	4,530	4,530	4,530	0	No Major Variances.
Income	(364,840)	(364,840)	(364,840)	0	No Major Variances.
	(314,226)	**(314,226)**	**(305,805)**	**8,421**	
Community Centres					
Premises Costs	11,730	11,730	11,057	(673)	No Major Variances.
Capital Financing	1,460	1,460	1,460	0	No Major Variances.
	13,190	**13,190**	**12,517**	**(673)**	
Corporate & Democratic Core					
Employee Costs	437	437	437	0	No Major Variances.
Transport Related	100	100	100	0	No Major Variances.
Supplies and Services	408,465	408,465	942,733	534,268	£500,000 LGR Implementation Fund to be funded from LGR Reserve. £10,000 Bank Charges. £23,400 Audit Fee 2021/2022.
	409,002	**409,002**	**943,270**	**534,268**	

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn 2026/27 £	Movement £	Movement Explanation
Corporate Finance					
Employee Costs	590,308	590,308	603,948	13,640	£19,040 Maternity Cover with effect from October offset slightly by Chief Technical Accountant vacancy during April and May. (£5,400) training.
Transport Related	100	100	100	0	No Major Variances.
Supplies and Services	38,510	38,510	124,889	86,379	£79,854 Placement fees for Chief Technical Accountant and weekly Agency Fees for Temporary Capital / Collection Fund Accountant. £3,875 Computer Software.
Capital Financing	13,631	13,631	13,631	0	No Major Variances.
	642,549	**642,549**	**742,568**	**100,019**	
Cromer Pier					
Employee Costs	0	0	60	60	Insurance claim payable.
Premises Costs	157,060	157,060	167,048	9,988	Additional works due to 125 Pier Anniversary alongside decking repairs and safety works.
Supplies and Services	23,000	23,000	23,000	0	No Major Variances.
Capital Financing	72,849	72,849	72,849	0	No Major Variances.
Income	0	0	(200)	(200)	Donation income.
	252,909	**252,909**	**262,757**	**9,988**	
Estates					
Employee Costs	251,146	251,146	230,512	(20,634)	Vacant Surveyor and Admin Assistant posts, recruitment due from October onwards.
Premises Costs	6,280	6,280	6,169	(111)	No Major Variances.
Transport Related	2,000	2,000	2,000	0	No Major Variances.
Supplies and Services	24,850	24,850	69,850	45,000	NPS and Solicitor costs covering legal work in relation to various leases due to vacant surveyor post.
Income	(3,020)	(3,020)	(4,520)	(1,500)	Admin Fee income.
Capital Salaries	(1,800)	(1,800)	(1,800)	0	No Major Variances.
	279,456	**279,456**	**302,211**	**22,755**	
Industrial Estates					
Premises Costs	46,467	46,467	48,452	1,985	£4,116 Premises Insurance. (£2,392) Business Rates.
Capital Financing	24,189	24,189	24,189	0	No Major Variances.
Income	(237,936)	(237,936)	(243,096)	(5,160)	Additional income in relation to recovery of insurance premiums.
	(167,280)	**(167,280)**	**(170,455)**	**(3,175)**	
It - Support Services					
Employee Costs	1,164,412	1,164,412	1,146,490	(17,922)	Vacant Senior Support Analysis post which has been filled from mid August.
Transport Related	1,020	1,020	1,120	100	No Major Variances.
Supplies and Services	1,065,265	1,067,265	1,093,689	26,424	£7,331 software costs above budget, mainly in relation to Concerto. £19,093 unbudgeted software.
Capital Financing	206,587	206,587	206,587	0	No Major Variances.
	2,437,284	**2,439,284**	**2,447,886**	**8,602**	
Insurance & Risk Management					
Employee Costs	60,320	60,320	55,173	(5,147)	Fidelity Guarantee.
Transport Related	11,880	11,880	12,299	419	No Major Variances.
Supplies and Services	154,740	154,740	156,247	1,507	(£3,138) Public Liability offset by £4,619 Theft of Contents.
	0	0	(11)	(11)	No Major Variances.
	226,940	**226,940**	**223,708**	**(3,232)**	
Internal Audit					
Supplies and Services	81,000	81,000	80,513	(487)	No Major Variances.
	81,000	**81,000**	**80,513**	**(487)**	
Investment Properties					
Premises Costs	255,034	255,034	265,555	10,521	£9,183 Business Rates. £5,964 Repairs and Maintenance. (£3,644) Insurance Premiums.
Supplies and Services	2,500	2,500	2,486	(14)	No Major Variances.
Capital Financing	114,347	114,347	114,347	0	No Major Variances.
Income	(298,893)	(298,893)	(249,423)	49,470	See **Note A** Below:
	72,988	**72,988**	**132,965**	**59,977**	

Note A: £53,179 Rental and Service Charge Income, mainly in relation to Rocket House as RNLI element still unoccupied and 26 Louden Road vacant for first quarter. £9,280 Other recoverable income, linked to recovering costs of insurance premiums through recharging. (£11,989) Increased internal service charge between Rocket House and Public Conveniences.

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn 2026/27 £	Movement £	Movement Explanation
Non Distributed Costs					
Employee Costs	276,280	276,280	276,280	0	No Major Variances.
IAS 19 Adjustment	(276,280)	(276,280)	(276,280)	0	No Major Variances.
	0	**0**	**0**	**0**	
Playgrounds					
Premises Costs	32,450	32,450	32,514	64	No Major Variances.
Supplies and Services	63,492	63,492	63,492	0	No Major Variances.
	95,942	**95,942**	**96,006**	**64**	
Poppyfields					
Premises Costs	2,925	2,925	2,925	0	No Major Variances.
Supplies and Services	19,700	19,700	19,000	(700)	Telephone budget not needed.
	22,625	**22,625**	**21,925**	**(700)**	
Property Services					
Employee Costs	604,981	604,981	583,878	(21,103)	Asset Management Officer vacant post May to August.
Premises Costs	227,180	227,180	229,101	1,921	Repairs and Maintenance.
Transport Related	23,908	23,908	34,823	10,915	Assets and Property Programme Manager van.
Supplies and Services	44,731	44,731	44,731	0	No Major Variances.
Capital Financing	16,354	16,354	16,354	0	No Major Variances.
Income	0	0	(1,883)	(1,883)	Event income.
	917,154	**917,154**	**907,004**	**(10,150)**	
Public Conveniences					
Premises Costs	781,408	781,408	795,708	14,300	Utilities and Insurance Premiums.
Supplies and Services	42,540	42,540	79,537	36,997	Contribution to North Norfolk Railway for the provision of Public Convenience facilities.
Transfer Payments	15,613	15,613	27,602	11,989	Increased internal service charge between Rocket House and Public Conveniences.
Capital Financing	139,989	139,989	139,989	0	No Major Variances.
	979,550	**979,550**	**1,042,836**	**63,286**	
Revenue Services					
Employee Costs	1,032,922	1,032,922	1,036,778	3,856	Employee costs.
Transport Related	2,344	2,344	3,444	1,100	No Major Variances.
Supplies and Services	178,991	178,991	187,491	8,500	£6,000 Annual Billing. £2,500 Hybrid Mail.
Income	(473,000)	(473,000)	(473,000)	0	No Major Variances.
	741,257	**741,257**	**754,713**	**13,456**	
Surveyors Allotments					
Premises Costs	6,650	6,650	6,650	0	No Major Variances.
Income	(50)	(50)	(50)	0	No Major Variances.
	6,600	**6,600**	**6,600**	**0**	
Total Finance, Assets and Revenues	**4,475,309**	**4,477,309**	**5,413,660**	**936,491**	

Resources Directorate Budget Monitoring Period 4 2026/27

Assistant Director - Sustainable Growth

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn 2026/27 £	Movement £	Movement Explanation
Ad Sustainable Growth					
Employee Costs	95,581	95,581	95,581	0	No Major Variances.
Transport Related	1,944	1,944	1,944	0	No Major Variances.
Supplies and Services	200	200	200	0	No Major Variances.
	97,725	**97,725**	**97,725**	**0**	
Business Growth Staffing					
Employee Costs	237,501	237,501	267,255	29,754	Unbudget post.
Transport Related	4,432	4,432	4,657	225	No Major Variances.
Supplies and Services	100	100	100	0	No Major Variances.
	242,033	**242,033**	**272,012**	**29,979**	
Coast Protection					
Employee Costs	320,421	320,421	320,421	0	No Major Variances.
Premises Costs	288,078	288,078	288,078	0	No Major Variances.
Transport Related	944	944	944	0	No Major Variances.
Supplies and Services	32,500	32,500	32,500	0	No Major Variances.
Capital Financing	503,880	503,880	503,880	0	No Major Variances.
Capital Salaries	(303,524)	(303,524)	(303,524)	0	No Major Variances.
	842,299	**842,299**	**842,299**	**0**	
Coastal Management					
Employee Costs	324,245	324,245	237,863	(86,382)	Vacant posts.
Transport Related	9,720	9,720	8,658	(1,062)	No Major Variances.
Supplies and Services	33,870	33,870	33,870	0	No Major Variances.
Income	(45,143)	(45,143)	0	45,143	Externally funded vacant post.
	322,692	**322,692**	**280,391**	**(42,301)**	
Economic Growth					
Employee Costs	700	700	700	0	No Major Variances.
Premises Costs	5,677	5,677	5,677	0	No Major Variances.
Supplies and Services	49,500	49,500	49,500	0	No Major Variances.
Capital Financing	47,792	47,792	47,792	0	No Major Variances.
	103,669	**103,669**	**103,669**	**0**	
Environmental Strategy					
Employee Costs	130,407	130,407	132,182	1,775	No Major Variances.
Transport Related	910	910	910	0	No Major Variances.
Supplies and Services	51,050	51,050	51,050	0	No Major Variances.
	182,367	**182,367**	**184,142**	**1,775**	
Housing Strategy					
Employee Costs	138,869	138,869	109,544	(29,325)	Vacant post.
Transport Related	1,644	1,644	1,644	0	No Major Variances.
Supplies and Services	11,000	11,000	11,000	0	No Major Variances.
Capital Financing	761,647	761,647	761,647	0	No Major Variances.
	913,160	**913,160**	**883,835**	**(29,325)**	

Tourism					
Supplies and Services	121,025	121,025	121,025	0	No Major Variances.
	121,025	**121,025**	**121,025**	**0**	
Total Economic Growth	**2,824,970**	**2,824,970**	**2,785,098**	**(39,872)**	
Total Resources	**7,300,279**	**7,302,279**	**8,198,758**	896,479	

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Service Delivery Directorate Budget Monitoring Period 4 2026/27

Assistant Director Environment & Leisure Services

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn P4 2026/27 £	Movement £	Movement Explanation
Ad Environmental & Leisure Svs					
Employee Costs	95,681	95,681	95,681	0	No Major Variances.
Transport Related	1,744	1,744	1,744	0	No Major Variances.
Supplies and Services	100	100	100	0	No Major Variances.
	97,525	**97,525**	**97,525**	**0**	
Beach Safety					
Premises Costs	2,750	2,750	2,750	0	No Major Variances.
Supplies and Services	389,221	389,221	389,221	0	No Major Variances.
Income	0	0	(546)	(546)	Grant - Bathing Water regulations.
	391,971	**391,971**	**391,425**	**(546)**	
Civil Contingencies					
Employee Costs	90,085	90,085	90,085	0	No Major Variances.
Transport Related	944	944	944	0	No Major Variances.
Supplies and Services	5,490	5,490	5,490	0	No Major Variances.
	96,519	**96,519**	**96,519**	**0**	
Cleansing					
Supplies and Services	1,130,950	1,130,950	1,130,950	0	No Major Variances.
Income	(108,000)	(108,000)	(108,000)	0	No Major Variances.
	1,022,950	**1,022,950**	**1,022,950**	**0**	
Community Safety					
Employee Costs	8,512	8,512	8,512	0	No Major Variances.
Transport Related	500	500	500	0	No Major Variances.
Supplies and Services	5,000	5,000	5,000	0	No Major Variances.
	14,012	**14,012**	**14,012**	**0**	
Environmental Contracts					
Employee Costs	402,427	402,427	402,427	0	No Major Variances.
Transport Related	12,444	12,444	12,444	0	No Major Variances.
Supplies and Services	1,675	1,675	1,675	0	No Major Variances.
	416,546	**416,546**	**416,546**	**0**	
Environmental Protection					
Employee Costs	620,533	620,533	620,533	0	No Major Variances.
Transport Related	20,040	20,040	20,040	0	No Major Variances.
Supplies and Services	75,050	75,050	75,050	0	No Major Variances.
Capital Financing	37,620	37,620	37,620	0	No Major Variances.
Income	(41,500)	(41,500)	(41,500)	0	No Major Variances.
	711,743	**711,743**	**711,743**	**0**	
Foreshore					
Employee Costs	17,669	17,669	17,669	0	No Major Variances.
Premises Costs	49,032	49,032	49,032	0	No Major Variances.
Transport Related	700	700	700	0	No Major Variances.
Supplies and Services	2,300	2,300	2,300	0	No Major Variances.
	69,701	**69,701**	**69,701**	**0**	
Internal Drainage Board Levies					
Premises Costs	637,937	637,937	637,937	0	No Major Variances.
Income	0	0	(75,000)	(75,000)	Grant - IDB levy.
	637,937	**637,937**	**562,937**	**(75,000)**	
Leisure					
Employee Costs	184,173	184,173	174,695	(9,478)	Vacant post.
Transport Related	5,332	5,332	5,190	(142)	Vacant post.
Supplies and Services	27,550	27,550	27,550	0	No Major Variances.
	217,055	**217,055**	**207,435**	**(9,620)**	

Service Delivery Directorate Budget Monitoring Period 4 2026/27

Assistant Director Environment & Leisure Services

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn P4 2026/27 £	Movement £	Movement Explanation
Leisure Complexes					
Premises Costs	230,175	230,175	233,175	3,000	To occupy car park at Fakenham Rugby Club for customer parking at the sports centre.
Supplies and Services	19,610	19,610	49,810	30,200	£27,000 - Contribution to Football Foundation. £3,200 Professional fees for surveys and drainage works at Cabbell Park.
Capital Financing	587,211	587,211	587,211	0	No Major Variances.
Income	(160,874)	(160,874)	(187,874)	(27,000)	Income from Everyone Active towards contributions to the Football Foundation.
	676,122	**676,122**	**682,322**	**6,200**	
Licensing					
Employee Costs	271,016	271,016	271,016	0	No Major Variances.
Transport Related	3,388	3,388	3,388	0	No Major Variances.
Supplies and Services	30,460	30,460	30,460	0	No Major Variances.
Income	(254,358)	(254,358)	(254,358)	0	No Major Variances.
	50,506	**50,506**	**50,506**	**0**	
Markets					
Employee Costs	4,325	4,325	4,325	0	No Major Variances.
Premises Costs	22,501	22,501	20,501	(2,000)	Reduction in rental costs to Car Parks.
Supplies and Services	4,200	4,200	4,200	0	No Major Variances.
Income	(40,000)	(40,000)	(32,000)	8,000	Reduced income from market traders.
	(8,974)	**(8,974)**	**(2,974)**	**6,000**	
Other Sports					
Premises Costs	11,780	11,780	11,780	0	No Major Variances.
Supplies and Services	32,800	32,800	32,800	0	No Major Variances.
Income	(9,000)	(9,000)	(9,000)	0	No Major Variances.
	35,580	**35,580**	**35,580**	**0**	
Parks & Open Spaces					
Premises Costs	282,863	282,863	282,863	0	No Major Variances.
Supplies and Services	68,200	68,200	68,200	0	No Major Variances.
Capital Financing	1,368	1,368	1,368	0	No Major Variances.
Income	(8,250)	(8,250)	(8,250)	0	No Major Variances.
	344,181	**344,181**	**344,181**	**0**	
Pier Pavilion					
Premises Costs	3,000	3,000	3,000	0	No Major Variances.
Capital Financing	20,286	20,286	20,286	0	No Major Variances.
Income	(10,000)	(10,000)	(10,000)	0	No Major Variances.
	13,286	**13,286**	**13,286**	**0**	
Public Protection					
Employee Costs	350,488	350,488	350,488	0	No Major Variances.
Transport Related	8,720	8,720	8,720	0	No Major Variances.
Supplies and Services	14,200	14,200	14,200	0	No Major Variances.
Income	(1,000)	(1,000)	(1,000)	0	No Major Variances.
	372,408	**372,408**	**372,408**	**0**	
Recreation Grounds					
Premises Costs	7,450	7,450	7,450	0	No Major Variances.
Supplies and Services	7,550	7,550	7,550	0	No Major Variances.
Capital Financing	6,046	6,046	6,046	0	No Major Variances.
Income	(1,000)	(1,000)	(1,000)	0	No Major Variances.
	20,046	**20,046**	**20,046**	**0**	
Street Signage					
Supplies and Services	10,000	10,000	10,000	0	No Major Variances.
	10,000	**10,000**	**10,000**	**0**	

Service Delivery Directorate Budget Monitoring Period 4 2026/27

Assistant Director Environment & Leisure Services

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn P4 2026/27 £	Movement £	Movement Explanation
Travellers					
Premises Costs	7,108	7,108	7,108	0	No Major Variances.
Supplies and Services	60,476	60,476	60,476	0	No Major Variances.
Capital Financing	6,104	6,104	6,104	0	No Major Variances.
Income	(1,000)	(1,000)	(1,000)	0	No Major Variances.
	72,688	**72,688**	**72,688**	**0**	
Waste Collection And Disposal					
Supplies and Services	7,712,285	7,712,285	7,700,509	(11,776)	Lower tonnage rate to be paid.
Capital Financing	764,192	764,192	764,192	0	No Major Variances.
Income	(5,322,195)	(5,322,195)	(5,323,519)	(1,324)	Income from developers for installation of bins at new builds and sales of scrap bins.
	3,154,282	**3,154,282**	**3,141,182**	**(13,100)**	
Woodlands Management					
Employee Costs	200,304	200,304	166,100	(34,204)	Vacant post.
Premises Costs	54,408	54,408	54,408	0	No Major Variances.
Transport Related	25,668	25,668	33,888	8,220	Diesel costs for machinery at Holt Country Park.
Supplies and Services	10,450	10,450	10,450	0	No Major Variances.
Capital Financing	5,449	5,449	5,449	0	No Major Variances.
Income	(60,000)	(60,000)	(60,000)	0	No Major Variances.
	236,279	**236,279**	**210,295**	**(25,984)**	
Total Environment and Leisure	**8,652,363**	**8,652,363**	**8,540,313**	**(112,050)**	

Service Delivery Directorate Budget Monitoring Period 4 2026/27

Assistant Director - Planning

Service	Base Budget 2026/27	Updated Budget 2026/27	Forecast Outturn P4 2026/27	Movement	Movement Explanation
AD Planning	**£**	**£**	**£**	**£**	
Employee Costs	122,981	122,981	114,981	(8,000)	Planning service training budget
Transport Related	1,325	1,325	1,325	0	No Major Variances.
Income	(10,000)	(10,000)	(10,000)	0	No Major Variances.
	114,306	**114,306**	**106,306**	**(8,000)**	
Building Control					
Employee Costs	515,142	515,142	515,142	0	No Major Variances.
Transport Related	19,328	19,328	19,328	0	No Major Variances.
Supplies and Services	8,777	8,777	8,777	0	No Major Variances.
Income	(517,642)	(517,642)	(474,240)	43,402	Reduced fee income.
	25,605	**25,605**	**69,007**	**43,402**	
Conservation, Design & Landscape					
Employee Costs	338,417	338,417	332,897	(5,520)	Vacant post.
Transport Related	7,910	7,910	7,910	0	No Major Variances.
Supplies and Services	34,850	34,850	24,850	(10,000)	Non payable contribution.
	381,177	**381,177**	**365,657**	**(15,520)**	
Development Management					
Employee Costs	1,450,502	1,450,502	1,452,072	1,570	No Major Variances.
Transport Related	24,880	24,880	24,880	0	No Major Variances.
Supplies and Services	55,050	55,050	75,481	20,431	S106 funding adjustment.
Capital Financing	76,501	76,501	76,501	0	No Major Variances.
Income	(1,087,500)	(1,087,500)	(1,139,500)	(52,000)	Additional fee income.
	519,433	**519,433**	**489,434**	**(29,999)**	
Planning Enforcement Team					
Employee Costs	256,016	256,016	256,016	0	No Major Variances.
Transport Related	8,220	8,220	8,220	0	No Major Variances.
Supplies and Services	5,050	5,050	5,050	0	No Major Variances.
	269,286	**269,286**	**269,286**	**0**	
Planning Policy					
Employee Costs	402,146	402,146	384,957	(17,189)	Vacant posts.
Transport Related	6,164	6,164	6,164	0	No Major Variances.
Supplies and Services	72,200	72,200	52,200	(20,000)	Professional fees.
	480,510	**480,510**	**443,321**	**(37,189)**	
Property Information					
Employee Costs	134,211	134,211	114,707	(19,504)	Vacant post.
Transport Related	100	100	100	0	No Major Variances.
Supplies and Services	47,880	47,880	47,880	0	No Major Variances.
Income	(100,950)	(100,950)	(165,950)	(65,000)	Additional fee income.
	81,241	**81,241**	**(3,263)**	**(84,504)**	
Total Planning	**1,871,558**	**1,871,558**	**1,739,748**	**(131,810)**	

Service Delivery Directorate Budget Monitoring Period 4 2026/27

Assistant Director People Services

Service	Base Budget 2026/27 £	Updated Budget 2026/27 £	Forecast Outturn P4 2026/27 £	Movement £	Movement Explanation
Ad People Services					
Employee Costs	94,926	94,926	79,825	(15,101)	Change in personnel.
Transport Related	1,194	1,194	250	(944)	Change in personnel.
Supplies and Services	100	100	100	0	No Major Variances.
	96,220	**96,220**	**80,175**	**(16,045)**	
Benefits Administration					
Employee Costs	1,042,550	1,042,550	1,012,004	(30,546)	Vacant post.
Transport Related	3,388	3,388	3,388	0	No Major Variances.
Supplies and Services	56,100	56,100	56,100	0	No Major Variances.
Capital Financing	31,700	31,700	31,700	0	No Major Variances.
Income	(261,366)	(261,366)	(261,366)	0	No Major Variances.
	872,372	**872,372**	**841,826**	**(30,546)**	
Community					
Employee Costs	689,851	1,070,698	1,070,698	0	No Major Variances.
Transport Related	12,392	18,534	18,534	0	No Major Variances.
Supplies and Services	103,395	178,395	178,395	0	No Major Variances.
Income	0	(172,909)	(172,909)	0	No Major Variances.
Internal Income (Capital Salaries)	(251,856)	(251,856)	(251,856)	0	No Major Variances.
	553,782	**842,862**	**842,862**	**0**	
Homelessness					
Premises Costs	129,778	129,778	129,778	0	No Major Variances.
Supplies and Services	1,064,000	1,096,526	1,096,526	0	No Major Variances.
Capital Financing	83,963	83,963	83,963	0	No Major Variances.
Income	(1,201,453)	(1,868,441)	(1,868,441)	0	No Major Variances.
	76,288	**(558,174)**	**(558,174)**	**0**	
Housing Options					
Employee Costs	486,850	812,562	812,562	0	No Major Variances.
Transport Related	4,629	7,776	7,776	0	No Major Variances.
Supplies and Services	4,000	4,000	4,000	0	No Major Variances.
Income	0	(22,865)	(22,865)	0	No Major Variances.
	495,479	**801,473**	**801,473**	**0**	
Total People Services	**2,094,141**	**2,054,753**	**2,008,162**	**(46,591)**	
Total Service Delivery	**12,618,062**	**12,578,674**	**12,288,223**	**(290,451)**	

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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**	333	**281,007**	0	0	0	0	0
Coastal Management Fund	**950,000**	119,480	**830,520**	1,040	**829,480**	0	0	0	0	0
Coastwise	**14,609,914**	3,062,674	**11,547,240**	635,223	**10,912,017**	0	0	0	0	0
Purchase of Bins	**600,000**	222,483	**227,517**	180,061	**47,455**	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**	6,132	**228,286**	0	0	0	0	0
Public Conveniences Energy Efficiencies	**150,000**	6,555	**143,445**	989	**142,456**	0	0	0	0	0
Coastal Defences	**600,000**	251,876	**198,124**	99,143	**98,981**	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**	377,734	**846,466**	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**	199	**9,352**	5,458	5,458	5,458	910	0
			18,048,487	**1,300,854**	**16,747,634**	**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**	7,057	**10,625**	0	0	0	0	0
Cromer Pier Substructure Works	**5,054,000**	1,270,511	**583,489**	126,602	**456,887**	1,030,000	2,170,000	0	0	0
Fakenham 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**	3,425	**6,575**	0	0	0	0	0
The Reef Leisure Centre	**12,861,000**	12,705,493	**155,507**	11,581	**143,926**	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**	2,477,447	**5,734,130**	0	0	0	0	0
Cromer Church Wall	**50,000**	4,955	**45,045**	4,800	**40,245**	0	0	0	0	0
Cabbell Park Clubhouse	**237,000**	0	**237,000**	1,148	**235,852**	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**	48,475	**(4,980)**	0	0	0	0	0
Holt Country Park Eco Learning Space	**140,000**	134,866	**5,134**	2,601	**2,532**	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**	27,664	**92,336**	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**	39,965	**35**	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**	5,791	**2,394,209**	0	0	0	0	0
			13,250,258	**2,756,558**	**10,493,701**	**1,030,000**	**2,170,000**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2026/27	2026/27	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	£	£	£	£	£	£	£	£	£	£
Meeting Our Housing Needs										
Disabled Facilities Grants	**Annual Programme**	Annual Programme	**1,680,858**	307,666	**1,373,192**	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**	684,687	**2,141,285**	1,000,000	1,000,000	1,000,000	0	0
Housing S106 Enabling	**2,500,000**	1,511,000	**989,000**	175,000	**814,000**	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	**1,167,353**	**5,541,473**	**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**	71,478	**34,782**	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**	1,500	**769,022**	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**	21,022	**0**	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	**55,000**	25,113	**29,887**	1,068	**28,820**	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**	11,524	**488,476**	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**	3,765	**396,235**	0	0	0	0	0
North Lodge Car Park	**250,000**	1,352	**248,648**	13,032	**235,616**	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	**123,388**	**4,074,510**	**0**	**0**	**0**	**0**	**0**

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
			2026/27	2026/27	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	£	£	£	£	£	£	£	£	£	£
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	**300,000**	212,912	**87,088**	33,029	**54,059**	0	0	0	0	0
Property Services Asset Management Database	**30,000**	13,800	**16,200**	2,400	**13,800**	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
Building Control Software	**60,500**	0	**60,500**	0	**60,500**	0	0	0	0	0
			189,484	**35,429**	**154,055**	**0**	**0**	**0**	**0**	**0**
Totals			**42,394,954**	**5,383,581**	**37,011,372**	**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	26,829,339	4,456,578	22,372,761	2,600,000	2,600,000	2,600,000	1,600,000	1,600,000
Other Contributions	2,015,673	211,057	1,804,616	0	0	0	0	0
Reserves	1,353,540	4,999	1,348,541	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	485,377	1,913,474	300,000	0	0	0	0
Borrowing	9,792,551	225,571	9,566,980	1,030,000	2,170,000	0	0	0
Total	**42,394,954**	**5,383,581**	**37,011,372**	**3,935,458**	**4,775,458**	**2,605,458**	**1,600,910**	**1,600,000**

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Reserves Statement Monitoring 2026-27

Reserve	Purpose and Use of Reserve	Balance 01/04/26 £	Updated Budgeted Movement 2026/27 £	Forecast Movement P4 2026/27 £	Forecast 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.	**4,266,626**	251,276	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.	**390,867**	0	(390,867)	**0**	0	**0**	0	**0**	0	**0**
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	**318,970**	275,000	168,236	**487,206**	0	**487,206**	0	**487,206**	0	**487,206**
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	**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.	**85,573**	0	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**	(18,000)	(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.	**257,228**	0	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**	(160,000)	(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.	**1,064,589**	(50,000)	(472,402)	**592,187**	0	**592,187**	0	**592,187**	0	**592,187**
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	**148,079**	0	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.	**183,000**	0	0	**183,000**	0	**183,000**	0	**183,000**	0	**183,000**
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	**39,884**	0	0	**39,884**	0	**39,884**	0	**39,884**	0	**39,884**
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	**788,414**	0	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	**150,000**	0	**150,000**	0	**150,000**	0	**150,000**

Reserves Statement Monitoring 2026-27

Reserve	Purpose and Use of Reserve	Balance 01/04/26 £	Updated Budgeted Movement 2026/27 £	Forecast Movement P4 2026/27 £	Forecast 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 £
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	**162,613**	0	0	**162,613**	0	**162,613**	0	**162,613**	0	**162,613**
Grants	Revenue Grants received and due to timing issues not used in the year.	**2,511,016**	(83,854)	(152,531)	**2,358,485**	(19,720)	**2,338,765**	(20,020)	**2,318,745**	0	**2,318,745**
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.	**1,411,571**	(219,959)	(329,120)	**1,082,451**	(59,513)	**1,022,938**	0	**1,022,938**	0	**1,022,938**
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	**696,749**	0	0	**696,749**	0	**696,749**	0	**696,749**	0	**696,749**
Land Charges	To mitigate the impact of potential income reductions.	**318,338**	0	69,504	**387,842**	0	**387,842**	0	**387,842**	0	**387,842**
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	**52,914**	0		**52,914**	0	**52,914**	0	**52,914**	0	**52,914**
Local Government Reorganisation	To provide for costs associated with the implementation of Local Government Reorganisation.	**0**	750,000	212,229	**212,229**	0	**212,229**	0	**212,229**	0	**212,229**
Major Repairs Reserve	To provide provison for the repair and maintenance of the councils asset portfolio.	**451,372**	0	(45,045)	**406,327**	0	**406,327**	0	**406,327**	0	**406,327**
Net Zero Initiatives	to support the Councils Net Zero programme	**351,285**	(278,600)	(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.	**354,245**	0	0	**354,245**	0	**354,245**	0	**354,245**	0	**354,245**
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	**92,329**	0	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	**98,881**	0	**98,881**	0	**98,881**	0	**98,881**
Pathfinder	To help Coastal Communities adapt to coastal changes.	**89,566**	0	0	**89,566**	0	**89,566**	0	**89,566**	0	**89,566**
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	**328,433**	12,000	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.	**710,503**	39,388	28,548	**739,051**	0	**739,051**	0	**739,051**	0	**739,051**
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.	**115,337**	285,000	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	**300,000**	0	**300,000**	0	**300,000**	0	**300,000**
Total Reserves		**18,319,037**	**802,251**	**(841,172)**	**17,477,865**	**352,767**	**17,830,632**	**411,980**	**18,242,612**	**450,000**	**18,692,612**

Treasury Management Q1 Report 2026/27	
Executive Summary	This report sets out the Treasury Management activities undertaken during the first quarter of the 2026/27 Financial Year. This is to give members a regular update on treasury management activities.
Options considered	This report must be prepared to ensure the Council is compliant with the CIPFA Treasury Management and Prudential Codes.
Consultation(s)	Cabinet Member Section 151 Officer This report has been prepared with the assistance of MUFG Treasury Services, the Council's Treasury advisors.
Recommendations	To recommend to Full Council that the Treasury Q1 Report 2026/27 is noted.
Reasons for recommendations	Updating Members demonstrates compliance with the Prudential Code to ensure adequate monitoring treasury management activity.
Background papers	The Council's Treasury Management Strategy 2026/27. Treasury Outturn report 2025/26.

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

Links to key documents:	
Corporate Plan:	This report is required to ensure the Council can demonstrate it is in a sound financial position and able to deliver the projects in the Capital Programme which support the Corporate Plan Objectives.
Medium Term Financial Strategy (MTFS)	This report supports the MTFS in confirming adequate financing is in place to deliver the Council's Capital Programme.
Council Policies & Strategies	The Council's Treasury Management Strategy 2026/27

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

1. Purpose of the report

Approval of this report by Full Council demonstrates compliance with the Prudential Code to ensure adequate monitoring of the treasury management activity and capital expenditure plans for 2026/27.

It is also a requirement that any proposed changes to the 2026/27 prudential indicators are reported and approved by Full Council.

2. Introduction & Background

2.1 This report sets out the Treasury Management activities undertaken during the first quarter of the 2026/27 Financial Year compared with the Treasury Management Strategy.

3. Proposals and Options

3.1 Appendix A shows the Council's full Treasury Management Q1 Report 2026/27.

4. Corporate Priorities

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

5. Financial and Resource Implications

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

Comments from the S151 Officer:

This report provides members with an update on treasury management activity for the current financial year – this update is provided up to 30 June 2026, including borrowing, investment performance, and compliance with approved prudential indicators.

6. Legal Implications

6.1 None as a direct consequence of this report.

Comments from the Monitoring Officer

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

7. Risks

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

8. Net Zero Target

8.1 None as a direct consequence of this report.

9. Equality, Diversity & Inclusion

9.1 None as a direct consequence of this report.

10. Community Safety issues

10.1 None as a direct consequence of this report.

11. Conclusion and Recommendations

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

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North Norfolk District Council - Treasury Management Q1 Report - 2026/27

Contents

Treasury Management Update

Quarter Ended 30th June 2026

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

1. Economics update

- The first quarter of 2026/27 (April to June) saw:
  - The first sign that the economy is starting to falter with a 0.1% m/m fall in real GDP in April.
  - The 3myy rate of average earnings growth excluding bonuses stagnate at 3.4% in April.
  - CPI inflation stuck at 2.8% in May, with a rise in core CPI inflation from 2.5% to 2.6%.
  - The Bank of England leave interest rates unchanged at 3.75%.
  - The 10-year gilt yield fluctuate between 5.18% and 4.69%, ending the quarter at 4.76%.
- The economy performed well in the early stages of the energy shock, with GDP rising by a strong 0.6% q/q between January and March. But that will likely be the high point of the year. Indeed, the 0.1% m/m fall in real GDP in April was the first decline since August 2025.
- Services output contracted by 0.2% m/m in April and activity fell in eight of the 14 services sub-sectors, suggesting the sector is bearing the brunt of the Iran war fallout. Consumer-facing services recorded the biggest monthly fall in output since May 2025, causing the %3m/3m growth rate to ease from 0.9% in March to 0.6% in April, as households cut back on non-energy spending.
- Despite a weak headline number, there were some signs of strength. Manufacturing output rose by 0.4% m/m in part due to a temporary prop from precautionary stock building. Looking ahead, Capital Economics expect elevated prices to erode the real spending power of households and businesses, leaving growth to stagnate in Q2 and Q3 this year.
- The fall in the composite Purchasing Manager Index (PMI) from 49.7 in May to a 14-month low of 49.4 in June was entirely driven by services activity. Indeed, the services activity PMI fell from 49.3 to a 41-month low of 48.7 due to rising costs and political uncertainty weighing on consumer confidence. That weakness was partly offset by a rise in the manufacturing output for a third consecutive month but that was due to fears of shortages causing businesses to build stocks. Overall, the composite PMI suggests the strong start to the year will be followed by tepid growth at best. Various prices balances have edged lower more recently as falling oil prices feed through to an easing in cost pressures. While these prices remain too high for the Bank of England, it is clear the upward pressure on prices is easing.
- With most of the 1.2% m/m rise in retail sales volumes in May driven by promotions and unusually warm weather, this surprisingly strong month is unlikely to be the start of a sustained upturn. Admittedly, the recent fall in oil prices should boost fuel sales as drivers become less cost sensitive, but the GfK measure of consumer confidence in June still points to total sales volumes falling by about 2.0% m/m in June. Moreover, while the war could be over, the expected further rises in inflation and unemployment yet to come through seem consistent with the annual growth rate of retail sales volumes easing from +3.2% in May to about -1.0 this year.
- Public sector net borrowing of £23.3bn in May was above the OBR's forecast of £17.7bn and £5.4bn above May's figure last year. The weak performance in May was mainly due to the strength of government spending, as the rise in Retail Prices Index inflation in March meant debt interest payments were £4.1bn higher than in May 2025, £3.3bn higher than the OBR

anticipated in March and the highest in any May on record. Tax receipts of £85.5bn were also below OBR predictions.

- The weak performance in May has come before the full impact from the energy price shock hits. The combination of further energy price support, higher inflation and the weakening economy may cause borrowing to rise from 4.2% of GDP in 2025/2026 to 4.4% in 2026/2027, above the OBR's March forecast of 3.6%. If Chancellor Reeves is replaced, there is scope for borrowing to be even higher.
- The first quarter of 2026 saw significant weakening of the labour market. While the latest PAYE employment figure for May saw a 2,000 rise, that barely offset the big 53,000 drop in April and meant employment was still 64,000 (0.2%) lower than before the start of the Iran war and 0.4% lower than a year ago. Moreover, the number of job vacancies on the single-month measure fell for the fourth month in a row in May and the claimant count saw the largest monthly rise since July 2024.
- In addition to some signs of stabilisation in the labour market figures, the recent easing in pay growth appears to have stalled. Despite some further easing in the private sector pay below the 3.25% that the Bank of England considers consistent with CPI inflation falling to target, the 3myy growth rate of average earnings stayed at 4.4% in April. Excluding bonuses, it stayed at 3.4% whilst regular public sector pay growth accelerated from 4.8% 3myy to 5.1% 3myy.
- Like wage growth, CPI inflation held steady in May at 2.8%. There wasn't much support to inflation from energy effects. The 0.3% m/m fall in fuel prices was smaller than the 1.6% m/m drop last May and meant fuel inflation rose only a bit from 23.0% to 24.6%. After rising to 129.6%, heating oil inflation eased to 95.6%. And the 13.5% rise in the Ofgem utility price cap, which will add 0.6 percentage points (ppts) to CPI inflation, doesn't take effect until 1st July. With food & drink inflation easing to its lowest rate since late 2024, higher energy costs do not seem to be boosting other items of the CPI just yet.
- The delayed rise in utility prices and the lagged indirect energy effect will lift CPI inflation over the next nine months, perhaps to around 3.6%. Even so, the weak labour market and soft economic backdrop will prevent second-round effects, allowing inflation to fall to 2.0% next year.
- There were two monetary policy committee (MPC) meetings in Q2 2026 where Bank rate was yet again left unchanged at 3.75%. Even so, the tone in recent meetings has been increasingly hawkish, with two MPC members voting for a rate hike in June compared to just one in April. While energy prices may be falling, the MPC won't want to unwind some of the tightening in financial conditions priced into the markets. And while there is quite a difference between this energy shock and the one following the Russia-Ukraine war in 2022, the Bank of England will want to steer clear of allegations of taking too long to act. Nevertheless, we suspect a weak labour market, and soft activity will keep rates at 3.75% this year, with cuts thereafter leaving Bank rate at 3.5% by the end of next year and 3.25% by the spring of 2028.
- April to June brought more volatility for 10-year Gilt yields. After ending March at 4.92%, the 10-year Gilt shot up to 5.18% in mid-May, its highest level since 2008. While that largely reflects the surge in energy prices, sticky domestic inflation concerns and a rising UK political risk premium also put some upward pressure on the yield at the margin.
- Since, positive developments in the US-Iran conflict has led to a fall in oil and gas prices. The 10-year Gilt yield has generally traced that move, falling back to 4.7% in June. This rally in Gilts has also been supported by the Bank of England keeping rates on hold. Indeed, while financial markets had been pricing in around four policy rate hikes over the next year or so, they are now pricing in just one rate hike over the coming year. While the full inflationary impact of the war in Iran is yet to be felt, we still think a weaker labour market and subdued growth will prevent second-round effects.

- The FTSE 100 has been slowly gaining back some of the losses of the previous quarter. While the index dropped from an all-time high of around 10,900 in late February to 10,176 by the end of March as the ongoing war weighed on sentiment, the FTSE 100 regained some ground by the end of June. Indeed, the index has increased by around 3.3% over the quarter, rising from 10,176 to 10,516 and volatility has returned to historical norms.
- Nonetheless, with stocks in the energy sector generally providing negative returns amid falling energy prices, the large weighting of the sector in the FTSE 100 has led the index to underperform most peers in common currency terms. But returns from stocks in other sectors, particularly financials, helped to offset some of this weakness. Looking ahead, Capital Economics expect tech sectors to outperform as enthusiasm for AI builds, potentially pushing the FTSE 100 index up above 11,000 before a bursting of the AI bubble causes the index to fall back to 10,500 in 2027.

MPC meetings: 30th April & 18th June 2026

- There were two Monetary Policy Committee (MPC) meetings this quarter. The first, on 30th April, saw Bank Rate stay at 3.75% with an 8-1 split vote in favour of that decision. One member dissented and voted for a 0.25% increase to 4%, citing inflation concerns, something generally noted as a primary concern within the minutes and reflecting heightened caution due to potential energy supply shocks caused by the Middle East conflict.
- By the time the MPC next met on 18th June, the hawkish split widened, with two members voting to raise rates to 4%. However, with headline CPI inflation sticking at 2.8%, the market's sentiment that there may, but only may, be a need for a single rate increase over the next few months seems to be aligned to the way the MPC is thinking and is also similar to our own view of rates staying at 3.75% but with upside risk.

2. Interest rate forecasts

The Council has appointed MUFG Corporate Markets as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012. For Housing Revenue Account authorities, the lower Housing Revenue Account (HRA) PWLB rate has also been available since 15 June 2023 (standard rate minus 60 bps) but is available for HRA borrowing only.

The latest forecast was updated on 25th March 2026:

MUFG Corporate Markets Interest Rate View 25.03.26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	3.90	3.80	3.80	3.70	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.20	4.10	4.00	3.90	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.60	4.50	4.40	4.20	4.20	4.00	4.00	3.80	3.80	3.80	3.80	3.80
5 yr PWLB	5.00	5.00	4.90	4.80	4.60	4.40	4.20	4.20	4.10	4.10	4.10	4.10
10 yr PWLB	5.50	5.50	5.40	5.30	5.10	4.90	4.70	4.70	4.60	4.60	4.60	4.60
25 yr PWLB	6.00	6.00	5.90	5.80	5.60	5.40	5.20	5.20	5.20	5.20	5.10	5.10
50 yr PWLB	5.80	5.80	5.70	5.50	5.40	5.20	5.00	5.00	5.00	5.00	4.90	4.90

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The MUFG Corporate Markets forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

The forecast has proved robust over the period since the end of March, setting out a central view that short and long-dated interest rates will start to fall once it is evident that the Bank of England will not have to contend with second-round inflationary effects emanating from the conflict in the Middle East. Nonetheless, the longer dated part of the forecast also reflects the poor state of the public finances and the uncertainty pertaining to the likely Prime Ministership of Andy Burnham from 20th July.

Overall, our central view is that monetary policy is sufficiently tight for the likely uptick in CPI inflation through the remainder of 2026 if growth remains tepid. We forecast the next reduction in Bank Rate to be made in H2 2027, with Bank Rate falling to a low of 3.25% by the start of 2028.

3. Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2026/27, which includes the Annual Investment Strategy, was approved by the Council on the 18th of February 2026. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seeking out value available in periods up to 12 months with high credit rated financial institutions, using the MUFG Corporate Markets suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

As shown by the charts below and the interest rate forecasts in section 2, investment rates have remained elevated during the first quarter of 2026/27 and are only expected to fall back once it is clear that inflation will not take a strong foothold in H2 2026. A peak in CPI inflation of 3.6% is currently forecast by Capital Economics.

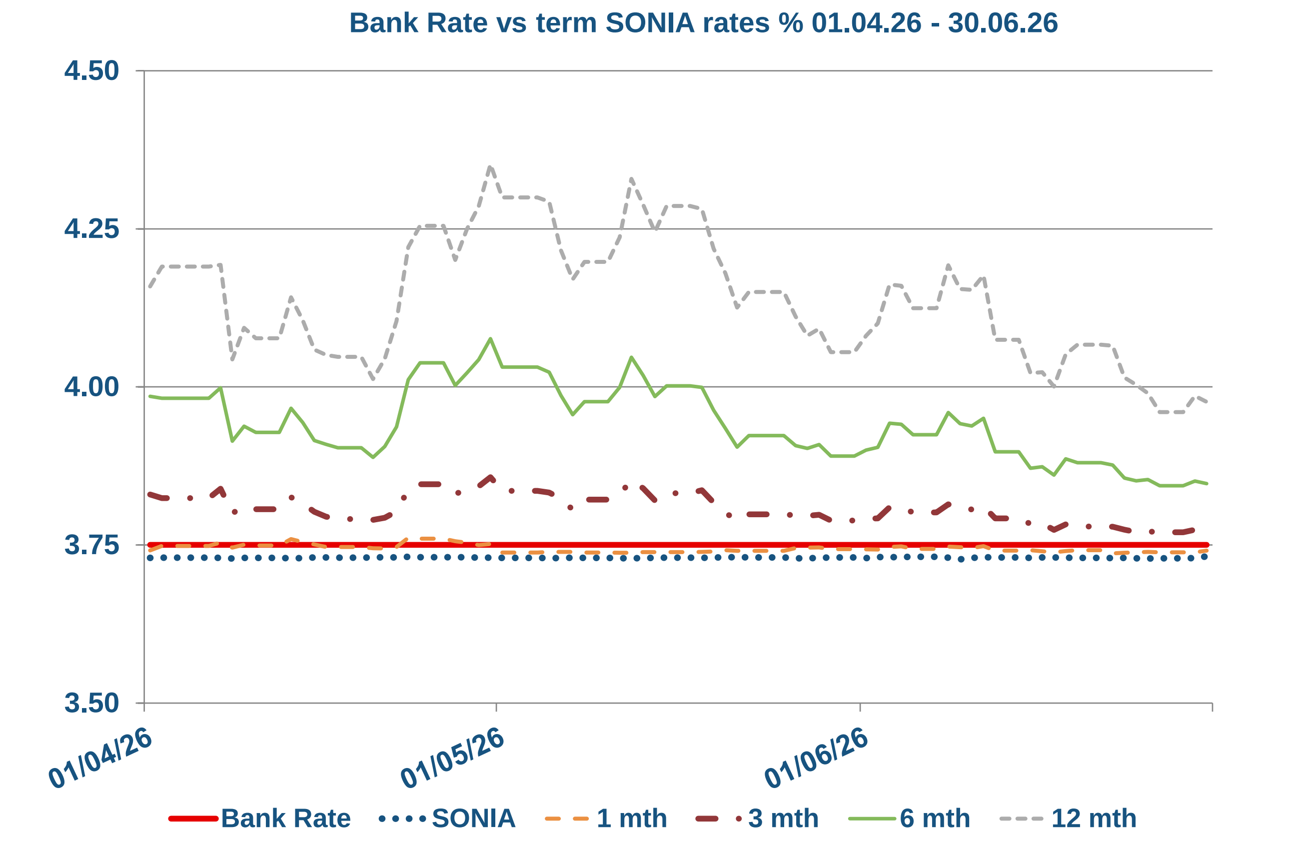
Creditworthiness.
There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.

Investment counterparty criteria
The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

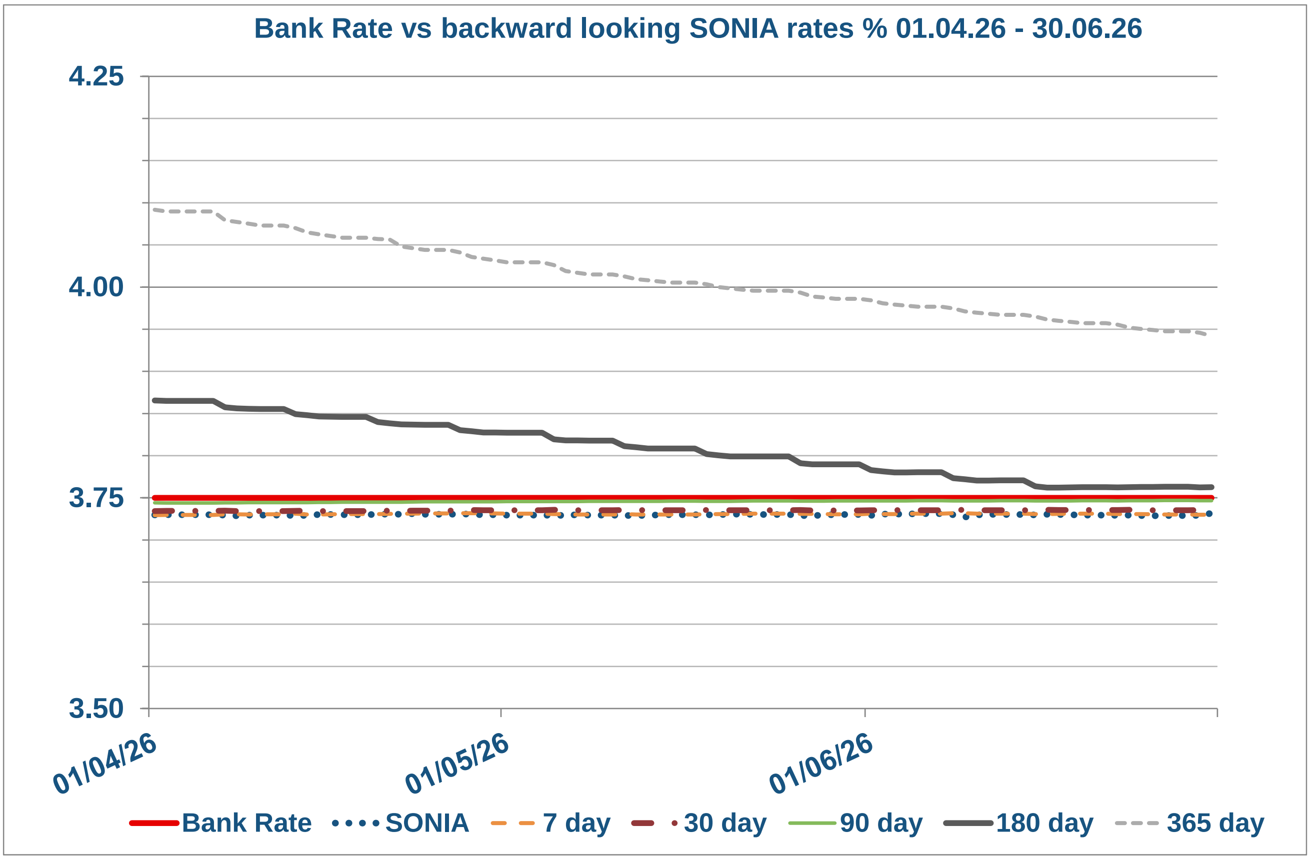
CDS prices
For UK and international banks, these have remained low, and prices are not misaligned with other creditworthiness indicators, such as credit ratings. Nevertheless, it remains important to undertake continual monitoring of all aspects of risk and return.

Investment balances
The average level of funds available for investment purposes during the quarter was £14.328m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council has investments totalling £37.153m as at the end of June 2026.

Investment performance year to date as of end-June 2026



FINANCIAL YEAR TO QUARTER ENDED 30/06/2026						
	Bank Rate	**SONIA**	**1 mth**	**3 mth**	**6 mth**	**12 mth**
High	3.75	3.73	3.76	3.86	4.08	4.35
High Date	01/04/2026	30/06/2026	23/04/2026	30/04/2026	30/04/2026	30/04/2026
Low	3.75	3.73	3.74	3.77	3.84	3.96
Low Date	01/04/2026	09/06/2026	22/06/2026	26/06/2026	26/06/2026	26/06/2026
Average	3.75	3.73	3.74	3.81	3.94	4.14
Spread	0.00	0.00	0.02	0.09	0.23	0.39



FINANCIAL YEAR TO QUARTER ENDED 30/06/2026							
	Bank Rate	**SONIA**	**7 day**	**30 day**	**90 day**	**180 day**	**365 day**
High	3.75	3.73	3.73	3.74	3.75	3.87	4.09
High Date	01/04/2026	30/06/2026	09/06/2026	06/05/2026	26/06/2026	01/04/2026	01/04/2026
Low	3.75	3.73	3.73	3.73	3.74	3.76	3.94
Low Date	01/04/2026	09/06/2026	01/04/2026	01/04/2026	02/04/2026	16/06/2026	30/06/2026
Average	3.75	3.73	3.73	3.74	3.75	3.81	4.01
Spread	0.00	0.00	0.00	0.00	0.00	0.10	0.15

As illustrated, the Council outperformed the average benchmark of **3.75 bps** with an average interest rate achieved across the portfolio of 5.10%. The Council's budgeted investment return for 2026/27 is **£1.645m**, and performance for the year to date is favourable against the budget (£182k favourable variance from Q3 budget).

Fund investments

- Money Market Funds (MMFs)
- Pooled Funds
- Housing Association Loans

As at the end of Q1, the Treasury is forecasting to be on budget for interest receivable at the 2026/27-year end. Currently a small favourable variance of £34k is anticipated (forecasted income of £1.679m against budget of £1.645m.

All Councils are subject to IFRS9, where a treasury reserve must be held equal to the value of any unrealised losses in the capital of Pooled Fund investments (unrealised losses compared to original amount invested). Currently a statutory override is in place, this override is that for any pooled fund investments made before the 1st of April 2024, no reserve balance is required to be made for unrealised losses until 31st of March 2029.

This means that the Council is not required to hold any reserve at the current time, although the Treasury is happy to report that with the current Pooled Fund portfolio, there are no unrealised losses (net gain position).

Approved limits
Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30th June 2026.

4. Borrowing

In 2026/27, the Council has not been required to undertake any external borrowing for capital purposes (the CFR – Capital Financing Requirement). The Council has repaid it's existing £5m PWLB loan in May 2026 as the Council's cashflow anticipated no borrowing need until Winter 2026 at the earliest. The cashflow position is monitored daily by the Council's treasury, and if it is assessed the Council has a future long-term debt, a new PWLB loan will be taken. This will lead to a favourable variance against the Council's borrowing budget at year-end.

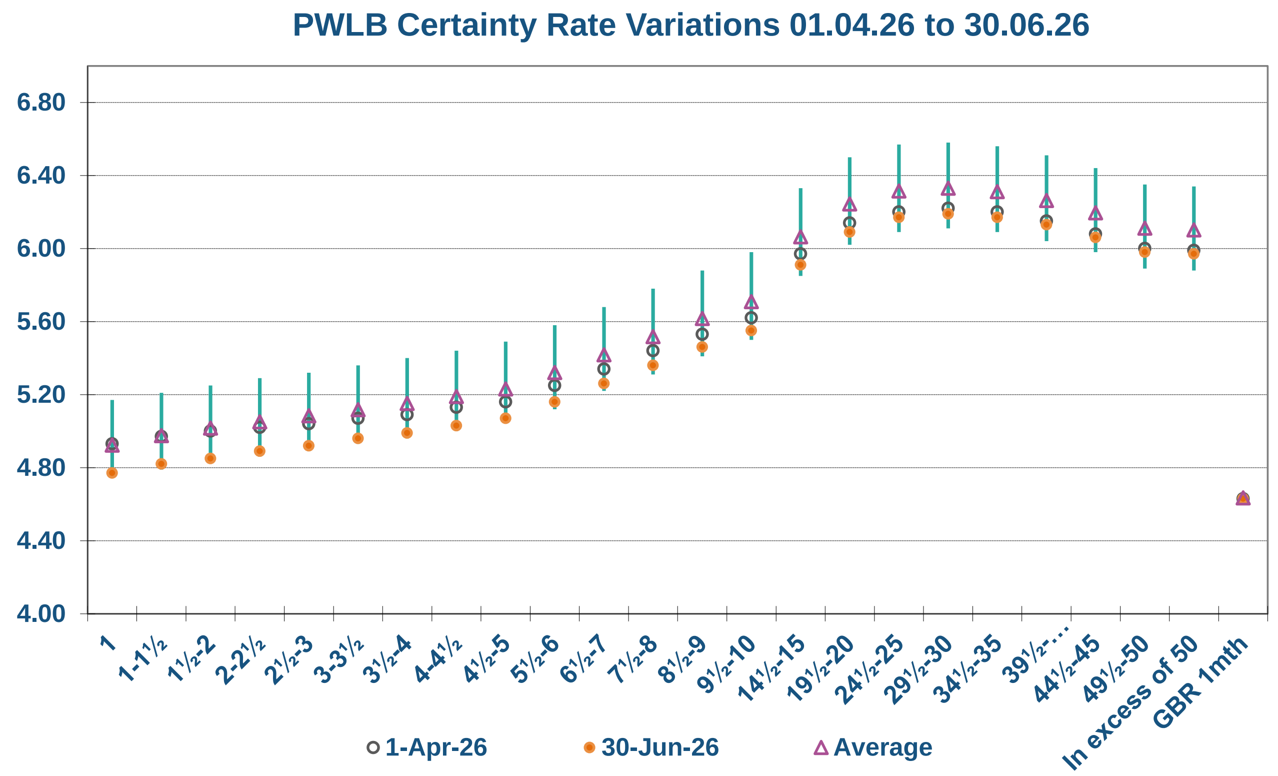
PWLB maturity Certainty Rates 1st April to 30th June 2026

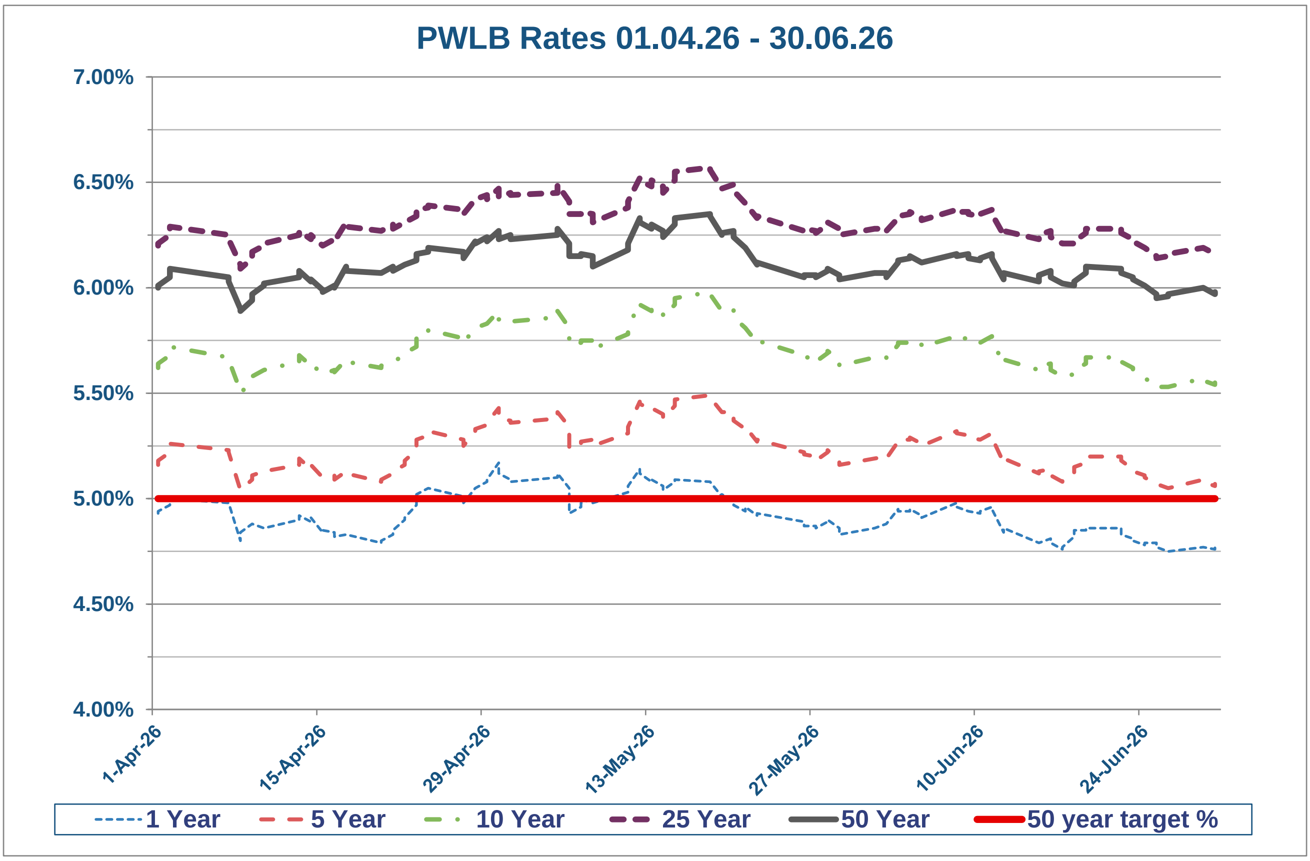
Heading into the second quarter of 2026/27, markets seem to have settled down to a view that Bank Rate may increase by 25 basis points to 4% later in 2026, or early in 2027, if the Bank of England's Monetary Policy Committee deems it prudent to keep any secondary round effects of inflation from flaring up. On balance, however, MUFG Corporate Markets believes that Bank Rate will remain unchanged at 3.75% for the remainder of 2026, and that the next movement will be downwards if the CPI measure of inflation gets no higher than a peak of c3.5% before trending lower towards the 2% inflation target rate. Consequently, where market sentiment has gradually moved towards that view, the chart below has captured the degree to which rates across the whole curve - having risen at the start of the quarter – have finished the quarter at a similar level to which they started.

Of course, there have been both international geo-political and domestic factors holding sway over the past three months, sometimes separately and sometimes jointly. Initially, markets focussed on the inflationary threat from a large spike upwards in fuel and energy costs emanating from the conflict in the Middle East and, more precisely, the shutting of the Strait of Hormuz to cargo ships transporting oil. Heading into July, however, there has been an outbreak – albeit tentative – of optimism that the US and Iran can reach an agreement that will either end, or at least restrict, the worst of the hostilities. As oil prices have dropped back, inflation concerns have become more muted, although gilt yields are still historically high and monetary policy tighter than it was before the start of the conflict.

Referencing the charts below, we continue to think that borrowers will achieve the most value by focussing on the shorter part of the curve. Medium and long-dated rates continue to prove expensive.

PWLB RATES 01.04.26 - 30.06.26





HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.26 – 30.06.26

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2026	4.93%	5.16%	5.62%	6.20%	6.00%
30/06/2026	4.77%	5.07%	5.55%	6.17%	5.98%
Low	4.75%	5.04%	5.50%	6.09%	5.89%
Low date	26/06/2026	08/04/2026	08/04/2026	08/04/2026	08/04/2026
High	5.17%	5.49%	5.98%	6.57%	6.35%
High date	30/04/2026	18/05/2026	18/05/2026	18/05/2026	18/05/2026
Average	4.92%	5.23%	5.71%	6.31%	6.11%
Spread	0.42%	0.45%	0.48%	0.48%	0.46%

5. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the *quarter ended* 30th June 2026, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2026/27. No difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

1. Changes in risk appetite
The 2021 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports.

2. Sovereign limits
The Council maintains a minimum sovereign rating of AA- for any investment.

3. Sources of borrowing
The Council will borrow short-term through the local authority brokerage market (borrowing from other government bodies only to prevent default). For any long-term borrowing, the central government PWLB or other local authorities will be used.

Recommendations

***The Scrutiny/Audit Committee* is asked to recommend the following to the full Council:**

- Note the report and approve the treasury activity to date as outlined in this report.

APPENDIX 1: Prudential and Treasury Indicators for 2026-27 as of 30th June 2026

Treasury Indicators	2026/27 Budget £m	31.06.26 Actual £m
Authorised limit for external debt	43.000	43.000
Operational boundary for external debt	32.000	32.000
Gross external debt	0.000	0.000
Investments	34.716	37.153
Net borrowing	0.000	0.000

Prudential Indicators	2026/27 Budget £m	31.06.26 Actual £m
Capital expenditure	42.395	2.819
Capital Financing Requirement (CFR)	27.175	17.356
Annual change in CFR	9.978	-0.440

Interest rate exposures for borrowing.

The Council will use its cash flow forecast to determine whether borrowing is short-term (less than one year, i.e. a few months) or long-term (over one year). If borrowing need is assessed to be long-term (even if fluctuating on and off) then the Council will look to secure long-term borrowing from the PWLB/local authorities to limit the chance of adverse interest rate exposure in the longer-term of finding short-term borrowing. If borrowing is assessed to be short-term, then borrowing from another local authority will be the default preference.

APPENDIX 2: Investment Portfolio

Investments held as of 30th June 2026 compared to our counterparty list:

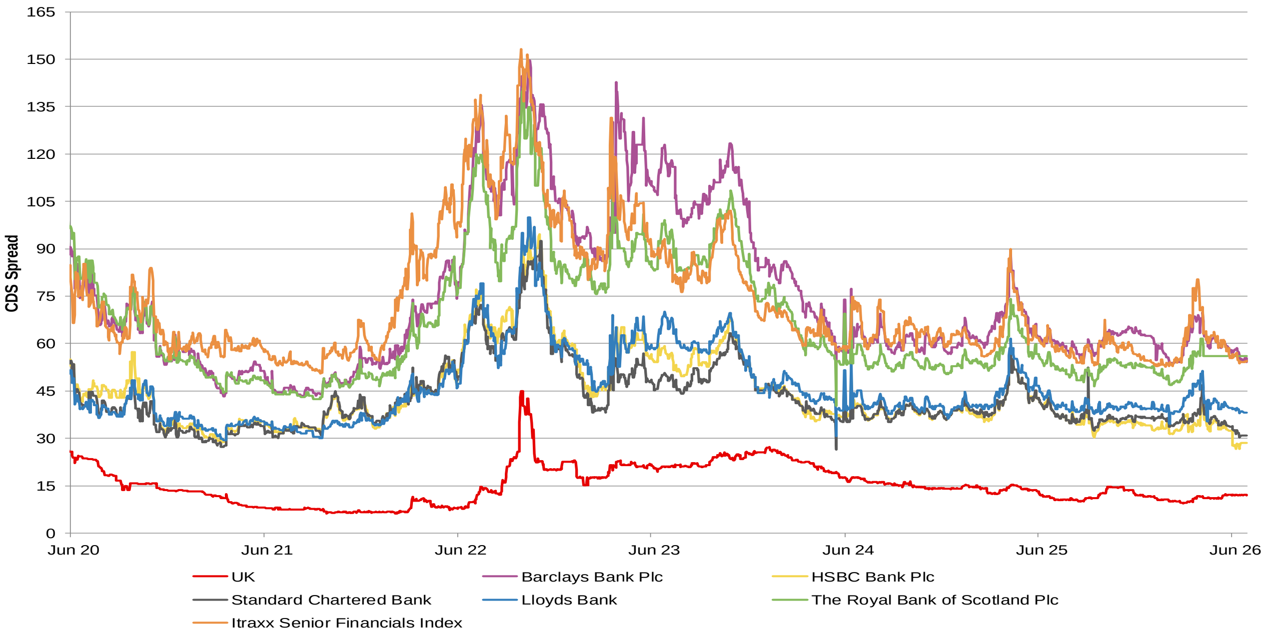
North Norfolk District Council

Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default	Expected Credit Loss (£)
MMF Aberdeen Standard Investments	3,800,000	3.85%		MMF	AAAm		
MMF BlackRock	3,447,143	3.81%		MMF	AAAm		
MMF Federated Investors (UK)	3,800,000	3.90%		MMF	AAAm		
MMF Goldman Sachs	1,230,000	3.79%		MMF	AAAm		
MMF Invesco	3,800,000	3.84%		MMF	AAAm		
Borrower - Funds	**Principal (£)**	**Interest Rate**	**Start Date**	**Maturity Date**			
CCLA -The Local Authorities Property Fund	5,000,000	4.70%	31/03/2013				
M&G Securities - UK Income Distribution Fund (Extra Inc	2,000,000	19.94%	24/02/2017				
Ninety One - Diversified Income Fund (Multi Asset)	3,000,000	6.55%	01/03/2017				
Schroder - Income Maximiser Fund (Equity)	2,000,000	12.58%	27/02/2017				
Threadneedle - Strategic Bond Fund	3,000,000	3.38%	15/03/2017				
M&G Securities - Strategic Corporate Bond Fund	2,000,000	4.34%	10/08/2017				
Aegon Asset Management - Diversified Income Fund	3,000,000	17.27%	30/11/2018				
Total Investments	**£36,077,143**	**6.67%**					
Total Investments - excluding Funds	**£16,077,143**	**3.85%**				-	-
Total Investments - Funds Only	**£20,000,000**	**8.94%**					

UK Banks 5 Year Senior Debt CDS Spreads as of 30th June 2026

This is an optional graph which shows the assessment of creditworthiness risk of key banks. The cost of insuring against default is shown in basis points down the left- hand axis. Credit risk has reduced markedly in recent weeks. The cost of insuring against the prospect of default is still low in historic terms. (The chart below shows the cost in basis points of ensuring against the prospect of default on 5 year "paper" issued by major UK banks v the ITRAXX Senior Financials Index.)



APPENDIX 3: Approved countries for investments as of 30th June 2026

Based on lowest available rating:

AAA
- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+
- Canada
- U.S.A.

AA
- Abu Dhabi (UAE)
- Finland
- Qatar

AA-
- **U.K.**

A+
- Belgium
- France

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GRAC ANNUAL REPORT 2023-26	
Executive Summary	This report aims to provide the Council with an outline of the role, purpose and background of the Governance, Risk & Audit Committee, as well as providing a summary of the work undertaken by the Committee. Due to changes in officer support for the committee, since the last report was produced, this report covers a longer period encompassing the Committees work for the years 2023-2026. It will also draw attention to any issues encountered in that period, or those that remain from previous years.
Options considered	N/A
Consultation(s)	A draft copy of the report is shared with the Committee Chairman for approval and comment; as well as key officers, responsible for presenting reports to GRAC, for reference.
Recommendations	**It is recommended that Council notes the report, affirms the work of the Governance, Risk & Audit Committee, and considers any concerns raised within the key issues section of the report.**
Reasons for recommendations	To inform Council of the work of the Governance, Risk and Audit Committee throughout the period 2023-2026.
Background papers	GRAC Annual Work Programme 2023-26

Wards affected	All
Cabinet member(s)	N/A
Contact Officer	Adam Faulconbridge Democratic Services & Governance Officer adam.faulconbridge@north-norfolk.gov.uk 01253 516374

Links to key documents:	
Corporate Plan:	Strong, responsible & accountable Council
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	Relevant policies are considered by the Committee and outlined in the report.

Corporate Governance:	
Is this a key decision	No

Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

1. Introduction – Role and Purpose of the Committee

The purpose of the Governance, Risk and Audit Committee is to monitor governance, risk management and internal control arrangements at the Council, to provide independent assurance that these are effective and efficient and approve the risk policy and framework.

This is achieved through key regular items received by the Committee in relation to but not limited to; internal and external audit, key finance items, governance reviews and strategic risk management reporting.

The Terms of Reference (which have been updated to allow the Committee to sign off the Final Accounts) outline the purpose of the Committee in more detail:

1.1. Internal Audit

- To provide independent assurance on the adequacy and effectiveness of the Council's internal control environment, risk management processes and governance arrangements
- To review and approve the annual Internal Audit Plan, ensuring it aligns with the Council's strategic objectives
- To monitor progress against the plan and consider the outcomes of audit reports, ensuring that management actions are implemented effectively
- To ensure the Internal Audit function operates in accordance with the Public Sector Internal Audit Standards and is adequately resourced
- To facilitate an annual self-assessment of the Committee's effectiveness

1.2. External Audit

- To oversee the external audit process ensuring the Council's financial statements are accurate and comply with statutory requirements.
- To review the External Auditor's annual plan of work.
- To consider the external auditor's reports and letters, including findings and recommendations, ensuring appropriate actions are taken.

1.3. Accounts / Finance

- To consider the extent of the Council's compliance with its own and other published financial statements and controls. To review and approve the annual Statement of Accounts and the Annual Governance Statement contained therein.

- To have oversight of financial planning and key financial documents, including the Treasury Management Strategy.

1.4. **Risk Management**

- To review the Council's risk management framework and to ensure that risks are identified, assessed and appropriately managed, monitored and mitigated.

1.5. **Governance**

- To review the Council's arrangements for governance, with particular regard to the Local Code of Corporate Governance and the Financial and Contracts Procedure Rules.

- To review the Council's arrangements to counter fraud and corruption, with particular regard to the policies on: Counter Fraud, Whistleblowing and Money Laundering.

- To hold periodic private discussion with the Internal and External Auditors to review working relationships and discuss any pertinent issues.

- To commission ad-hoc work from Internal and External Auditors.

- To assess the Committee's own effectiveness on an annual basis against best practice.

2. Committee Background and Membership

2.1 The Committee was originally convened on 21st June 2006 as the Final Accounts Committee. It was established to allow a more robust discussion of the final accounts prior to their approval by Full Council. On 16th October 2006, the Committee met for the first time as the Audit Committee. Its remit was more far-reaching than accounts and included scrutiny of external and internal audit, risk management and internal control. On 6th September 2016, the Committee agreed to change its name to the Governance, Risk and Audit Committee to better reflect its function and the range of its oversight.

2.2 The membership of the Committee has had several changes across the period of 2023-2026. Cllr S. Bütikofer being appointed the new Committee Chair by Full Council in May 2024, Cllr A. Fletcher as Vice-Chair in May 2023. The Committee also appointed Mr V. Platten as its first independent person. The Committee was therefore comprised of the following six Members + one independent person at the end of the year:

Cllr S Bütikofer (Chairman)
Cllr A Fletcher (Vice Chair)
Cllr C Cushing
Cllr W Fredericks
Cllr V Holliday
Cllr S Penfold

Mr V Platten (Independent Person)

2.3 Throughout 2023-2026, apologies were given on nineteen occasions with four absences covered by a substitute, this equates to 1.36 absences per meeting with 2 meetings having a full committee in that 3-year period. This demonstrates a greater need for Members to more robustly cover any known absences in good time. After absences was highlighted as a key issue in the last report in 2023, steady progress has been made in improving the overall attendance record with many absences in the past 12 months being unavoidable.

3. Work of the Committee 2023 – 2026

The Committee met fourteen times during the 2023-2026 period, including two special meetings to consider the draft statement of accounts. The following items of business were considered at the Committees standard quarterly meetings:

3.1. **Governance**

- Annual Governance Statement & Local Code of Corporate Governance 2022/2023, 2023/2024 & 2024/2025 (Sept 2023, Sept 2024 and Sept 2025)
- Counter Fraud, Corruption and Bribery Policy (June 2023)
- Monitoring Officer's Annual Report 2022/2023, 2023/2024 & 2024/2025, (Sept 2023, Dec 2024, Sept 2025)
- Annual report on the work of the Governance, Risk and Audit Committee 2021-2022 (September 2023)
- Procurement Exemptions Report (Quarterly)
- Purchase of two additional refuse collection vehicles (June 2023)
- Anti-Money Laundering Policy (Mar 2024)
- Changes to Land Charges (Sept 2024)
- Performance and Productivity Oversight Board (Dec 2024 & Dec 2025)
- Responding to Complaints (Dec 2024)
- Treasury Management Mid-Year Report (Dec 2024 and Feb 2025)
- Whistle-Blowing Policy (Dec 2024)
- Cyber Risk Management Policy (Sept 2025)

3.2. **Risk Management**

- Civil Contingencies Report (Dec 2024 & Dec 2025)
- Corporate Risk Register (Quarterly)
- Business Continuity Policy and Business Continuity Management Framework (Dec 2024)
- Risk Management Framework (Dec 2024 & Dec 2025)
- Coastwise – Review of Risks (at request of O&S Committee)
- Project Management Framework Provision (Dec 2025 and Mar 2026)
- Major Projects Oversight Board (Mar 2026)

3.3. **Internal Audit**

- Progress report on Internal Audit Activity and Follow-up on Internal Audit Recommendations (Quarterly)

- Annual Report and Opinion 2022-2023, 2023-2024 and 2024-2025 (June 2023, July 2024 and June 2025)
- CIPFA GRAC Annual Self-Assessment (July 2024)
- Strategic Annual Internal Audit Plans 2023/24 (Mar 2024) and Internal Audit Plan 2025/2026: Charter & Mandate (Mar 2025) Internal Audit Plan 2026/2027: Charter & Mandate (Mar 2026)

3.4. **External Audit**

- EY External Audit Plan 2023/2024, 2024/2025 and 2025/2026 (July 2024, June 2025 and June 2026)
- Annual Audit Letter 2023/2024 (Dec 2024)
- EY Audit Results Report 2020/2021 (Sept 2023)
- External Audit of the Financial Statements 2024/2025 (Feb 2026)

3.5. **Accounts / Finance**

- Draft Statement of Accounts 2023-2024 & 2024-2025 (Feb 2025 & Feb 2026)
- Review of Council's Assets Register (Mar 2024 & Mar 2025)
- Annual Accounts Sign-off 2021/2022 & 2022/2023 (Dec 2024)
- Accounting Policies & Statement of Accounts (Mar 2024)
- Treasury Outturn Report 2024/2025
- Draft Financial Statements 2024/2025 (Sept 2025)

4. Key Issues

4.1 A number of delays in getting actions delivered, and information that has not been provided, significantly hindered the Committee's ability to comment or have a more meaningful impact on the decision-making process. Significant delays persisted with gaining External Audit sign-off of the NNDC annual accounts for 2023-2024 and 2024-2025. Although a wider national problem it caused significant disruption to the Committee's Work Programme with an ongoing impact on the annual accounts process, and subsequent negative impact on the workload of the Finance Team. With concerns raised by the Chair and supported by the committee extra resource is being added to the finance team and regular monthly updates from EA and S151 Officer on the audit progress have been requested. It is recognised that whilst not all delays have been as a result of staffing issues within the Council, it is essential the finance team are able to deliver all financial reporting on time.

4.2 Long outstanding Internal Audit recommendations remain a significant concern of the Committee, though strong efforts were made throughout the past year to bring these up to date. The Committee remains pro-active in monitoring these recommendations, with Internal Audit Follow-Up reports still reviewed on a 6-weekly basis. The S106 money was of particular concern to the Committee with an urgent update requested, although the committee appreciated a new S106 officer had not long been in post. Officers with responsibility for implementing outstanding audit recommendations were called-in to explain delays and the steps being taken to achieve sign-off. Regular updates and access to the IA Power BI System in between meetings has been requested to further allow committee members oversight of the process and ensure continued positive progress. Additional reporting has been implemented to ensure the committee is kept updated and briefed on progress of all outstanding items.

4.3 The Committee noted that a reasonable / limited audit opinion had been given in relation to the framework of governance, risk management, and control for the year ended 31st March 2025. Concerns were raised with the significant matters arising from internal audit work and those contained within the Annual Report/Opinion. A Review of the Effectiveness of Internal Audit should be given due consideration when developing the Council's Annual Governance Statement for 2025/2026 onwards.

4.4 Getting sufficient Substitutes for Members should be a priority to keep the Committee effective and quorate.

4.5 **Corporate Priorities**

- As outlined in the 2023-2027 Corporate Plan one of the key corporate priorities is ensuring a strong, responsible and accountable Council. To achieve this, the Administration requires the Governance, Risk & Audit Committee to undertake its duties to ensure that the Council has maintained a sound financial position, ensure that strong governance is applied to all decisions and that risk is adequately managed and mitigated. This report seeks to outline how this was achieved during the 2023-26 period.

5. Financial and Resource Implications

5.1 The Finance team hoped to be back up to full capacity at a point within the past 3-year reporting period, but subsequent staffing issues have had a further impact on getting all Reports to the Committee within a satisfactory timescale.

Comments from the S151 Officer:

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

This report is for noting and has no direct financial implications. The report highlights the importance of maintaining sufficient finance and governance capacity to support the timely delivery of statutory financial reporting, audit requirements and the implementation of audit recommendations.

6. Legal Implications

6.1. N/A.

Comments from the Monitoring Officer

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

This is an annual report for note around the role, purpose, work and key issues of the Governance Risk and Audit Committee.

7. Risks

7.1. Corporate risks are monitored by the Committee on a quarterly basis with the Risk Management Framework reviewed by the Committee on a bi-annual basis. The report itself does not present any new risks to the Council beyond those already considered by the Committee whilst undertaking its responsibility for risk management.

8. Net Zero Target

8.1. N/A.

9. Equality, Diversity & Inclusion

9.1. N/A.

10. Community Safety issues

10.1 N/A

11. Conclusion and Recommendations

- The Committee has continued to meet its obligation to provide oversight on matters of governance, risk, internal and external audit. Committee attendance has remained consistent, but below what we would like. The Committee has been enhanced, however, with the introduction of an Independent Member. Several observers and Cabinet Members have attended the Committee meetings on a regular basis to discuss reports.

- Quarterly consideration of procurement exemptions has continued to improve oversight and understanding of the Council's procurement processes and continues to provide Members and Internal Audit with an increased level of assurance.

- Whilst delays with the External Audit accounts sign-off have continued the hard work of Officers and Auditors, through 2024/2025, has largely got this process back on track with the annual accounts up to date and signed-off within the statutory timeframe.

- Training was provided in March 2026, by Internal Audit, on the Global Internal Audit Standard in the UK Public Sector. The Committee completed their self-assessment with an overall rating of good. Areas of improvement were identified and the Chair and DSGO have addressed reporting issues and added Fraud to their ongoing work programme. Training on the AGS to be provided in the autumn of 2026 so the committee are better equipped to offer comment.

- The committee pro-actively engaged and encouraged the licensing team to ensure the new Licensing Policy was updated in timely fashion reflecting changes in procedure within the process, and to address failures in revenue collection.

- At the Chair's request an in-depth, and ongoing, look into project management and major project schemes has allowed for earlier oversight of potential risks to the council.

- The Committee has been pro-active in seeking assurances in regard to the financial burden of Local Government Reform and have engaged and challenged external bodies, such as The National Audit Office, in justifying the costs involved.

- A good working relationship between the committee, Cabinet and Independent Person (IP) can be demonstrated by the willingness of the Corporate Leadership team to incorporate improvements to the risk register and the way those are reported based on working suggestions made by the Committee and the IP.

- Committee members further demonstrated their training and knowledge of risk when they recognised the additional workload the Renters Right Act would generate. The Council has subsequently advertised positions for compliance and enforcement officers to cover the implementation, and actions of landlords, of that legislation.

- The need for reports to be submitted, with statutory officer comments included, to Democratic services in good time, and as set out by the schedule of deadlines, to ensure agendas are published on time and are not in the public domain with any papers to follow. Likewise, any IA or EA updates need to be provided, promptly and in keeping with the timescales agreed. Any reasons causing delay to those reports, from within the authority, or externally, need to be clearly evidenced, as to why, to the Chair's satisfaction and in good time.

- The need for any actions coming out of meetings to be addressed promptly by the assigned officers and, with the S106 outstanding recommendations for IA, every effort should be made in completing them so the committee could be assured and good Governance followed.

- In summary, by continuing to fulfil its role and identifying areas for improvement, the Committee has proven itself capable of providing effective oversight for the Council, as well as continuing to improve its knowledge and subject area expertise. With ongoing training, such as the Risk Management training provided in March 2025 the Committee, as it moves forward, can remain an integral part of The Council's Governance. The Committee must remain focused to ensure that any outstanding actions are completed in the future within the specified timeframes, to maintain good governance, financial sustainability, effective oversight of risk and value for money.

- The Chair and other members of the Committee have undertaken external Local Government Audit Training.

REPORT TO FULL COUNCIL – 23rd SEPTEMBER 2026

Report author: Steve Blatch, Chief Executive

Support for a Fakenham Banking Hub

North Norfolk District Council has recognised the negative impact the closure of high street banks across the district has had on the attraction and footfall of our town centres and has successfully campaigned for Banking Hubs to be established in Cromer, Holt and North Walsham.

The District Council has also worked with local partners over the past three years to lobby the LINK organisation and Cash Access UK to establish a Banking Hub facility in Fakenham, recognising the important service centre role the town plays for local residents, businesses and visitors across a large area of rural north-west Norfolk.

Historically, Fakenham had five high street banks and three building societies with a presence in the town, serving agricultural, manufacturing and retail businesses and personal account holders. Four of these banks occupied prominent buildings in the town's historic market place, three of which have remained vacant, with no successive uses secured, since the bank closures, reducing footfall and activity in the town centre. Fakenham is identified as a Large Growth Town in the adopted North Norfolk Local Plan, has a large resident population and is a service centre and centre of employment for a large rural hinterland with poor access by public transport to banking facilities retained in Norwich and Kings Lynn. This places local residents and businesses at significant disadvantage and inconvenience in accessing face-to-face banking services as not all transactions can be done online or are easy to access by phone.

The District Council has therefore been pleased to work with local partners in Fakenham over the past three years in promoting the need for a banking hub in the town; however, to date this lobbying has not persuaded the LINK organisation of the case for a full banking hub to be established in the town.

Following a recent request for LINK to undertake a further review of access to cash withdrawal and deposit facilities in Fakenham by Fakenham Town Council, which again concluded that the town did not meet the criteria to have a full banking hub facility established; local partners have discussed an appeal of the LINK decision.

North Norfolk District Council's representation to LINK as part of that appeal process is attached as an appendix to this report. Disappointingly, communication rejecting the appeal was received from LINK before the formal deadline for submissions had expired and therefore local partners have discussed what further action might be taken to secure a banking hub facility for the town.

Recommendation:-

Full Council is asked to formally endorse North Norfolk District Council's strong belief that Fakenham deserves to have a full Banking Hub facility provided in the town and supports campaigning and lobbying work with local partners to make appropriate representations to relevant bodies, including as necessary relevant Government Ministers, to secure such a facility in the town, in support of both local and national policy objectives supporting financial inclusion and the regeneration of town centres.

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18th August 2026

Email:- nquin@link.co.uk

Dear Sir / Madam

Fakenham Banking Hub appeal request

I refer to the recent assessment carried out by LINK of cash access in Fakenham, Norfolk; which concluded that there needed to be increased capacity at an Assisted Cash Service in the town to provide for a free cash deposit service for personal banking, a cash deposit service for businesses, a free cash withdrawal service for personal current account holders and a cash withdrawal service for businesses; but **NOT the need to provide a Banking Hub service in the town.**

North Norfolk District Council would question how such a conclusion has been reached and would ask that LINK review its recommendations for the following reasons:-

- North Norfolk District Council has worked closely with LINK and Cash Access UK over the past three years and has been pleased to support the provision of banking hub facilities in Holt, Cromer and North Walsham in the District which has seen the re-provision of much-valued banking services to business and personal customers in these towns following the loss of high street banks from each of these locations in recent years.

- Given Fakenham's population, extensive rural hinterland and relative lack of public transport services in the area served by the town as a local service centre and provider of education, health, leisure services and employment; the District Council is surprised that Fakenham isn't seen as a potential location for a banking hub facility.

- Fakenham is the largest town in the west of the North Norfolk district – being some 26 miles from Norwich and 22 miles from Kings Lynn. The town serves an extensive hinterland of rural north-west, north and central Norfolk – taking in much of the North Norfolk Coast National Landscape Area between Burnham Overy Staithe in the west and Blakeney in the east – including the small resort town of Wells-next-the-Sea and the pilgrimage village of Walsingham – serving a total population of more than 25,000 people across an extensive geography of many small village communities.

- LINK's recent appraisal stated that the town had 17,598 adults living in the local area and 9,685 living near the high street. The District Council doesn't understand how these figures have been calculated but understood that 2024 ONS figures had the town's total population as being 8,558, with the Adult (Over 18) population as 7,063. However, using the Fakenham Academy (high school) catchment area the adult population would be 15,156; but, as stated in the point above, Fakenham also fulfils a

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For more information,
please scan the QR code or visit
www.north-norfolk.gov.uk/contact-us

role as a key local service centre for a large area of the North Norfolk coast, centred on the small town of Wells-next-the-Sea, which would take the total population served by the town to more like 25,000.

- As Fakenham is a key settlement in Norfolk, with a strong and diverse employment base, it is identified for future residential and commercial growth in accordance with national planning policies. The North Norfolk District has an up-to-date Local Plan (adopted in December 2025) which makes provision for the town to accommodate over 1700 new dwellings in the period to 2040 across five allocated sites – including a large urban extension to the north of the town accommodating 1500 homes in two (major) phases of development.

- Historically, Fakenham had large branches of Barclays, HSBC, Lloyds, NatWest and TSB – four of which occupied prominent buildings in the town's attractive central Market Place, serving agricultural, manufacturing and retail businesses and personal account holders. The town also had branches of the Halifax, Nationwide and Norwich and Peterborough (subsequently the Nottingham) building societies. Seven of these eight retail banking businesses have closed their Fakenham branches over the past few years, with only Nationwide continuing to have a permanent presence in the town. Over the same period, branches of Barclays have closed in Burnham Market and Wells-next-the-Sea.

- Over the past few years there has also been a number of post office closures in the Fakenham area, further restricting access to cash and banking services for local residents and small businesses – including at Holt Road and Wells Road, Fakenham; Colkirk, Helhoughton; Little Snoring, Sculthorpe, Walsingham and West Raynham. Between 2020 and 2025 Fakenham didn't have a permanent post office facility and after a period of temporary and mobile provision, a new branch facility opened in the town's Market Place in the autumn of 2025.

- Fakenham and its hinterland continue to have a diverse range of businesses, many of which are self-employed or small businesses in the retail, tourism and hospitality sectors and therefore have a need to deposit and withdraw cash.

- Whilst acting as a local service centre, Fakenham's relative isolation and distance from other large settlements – eg Norwich and Kings Lynn - means that the town has a high degree of self-containment, with over 65% of local people living and working in the town and its hinterland.

- Given Fakenham's relative distance to other towns and retail centres, the town has the largest number of national retailers of any town in North Norfolk – with four supermarkets and a number of national and regional high street stores, as well as a strong offering by local independent retail businesses. Further, the weekly market remains a key asset for the town attracting both local people and visitors, many of whom rely on cash transactions for purchases and whose traders would value a banking hub facility to deposit cash.

- The North Norfolk Coast and Fakenham area attract large numbers of tourist visitors who might want to access cash. Key visitor attractions include the Norfolk Coast National Landscape Area, Fakenham Racecourse; Pensthorpe; Thursford, Holkham Hall Estate; Walsingham Shrines.

- Public transport services to/from Fakenham are quite limited with bus journey times to Norwich and Kings Lynn taking over an hour each way. Unlike Cromer and North Walsham, Fakenham has no rail service.

- North Norfolk, including the Fakenham area, has an aged demographic, with the numbers of people aged Over 65 being some of the highest in England – at 33% of the district's population compared to only 19% nationally. Older people rely on local services more than the wider population, possibly due to losing the ability to drive and being more cautious around the use of online banking. This element of the population therefore attaches more importance to and values in-person customer service provision as provided through Banking Hub facilities more than the wider population.

- Compared to other towns in Norfolk where banking hubs have been agreed / provided there does seem to be some inconsistency in the data used to assess levels of need and access to retained banking services in larger settlements – Norwich, Great Yarmouth, Kings Lynn, Dereham and Bury St Edmunds. For example, Fakenham has a much larger population (both in the town and wider hinterland) than either Holt or Watton and is further from and has poorer public transport services and frequency than either Wymondham or North Walsham to Norwich.

- North Norfolk District Council doesn't see this as being just an issue of having access to cash – the town's distance from retail branches of major banks restricts choice and customer access to personal financial services and therefore the establishment and operation of a banking hub, where there is a presence of different financial services businesses over the course of a week, would be greatly valued and re-instate / strengthen the role of the town through increased footfall through people having a reason to visit the town centre as in the past.

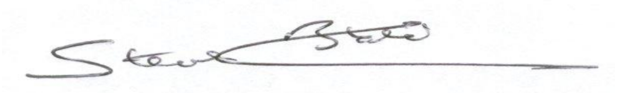
- At the present time, the District Council understands that Barclays, Lloyds and NatWest have all provided some customer service presence in Fakenham at the Community Centre and in a mobile facility on one or more days of the week and believes that the quality and visibility of such services would be greatly enhanced through the sharing of a premises in a central location within the town through the establishment of a Banking Hub. There are currently a number of possible premises in the Market Place, Bridge Street and Norwich Street areas of the town centre which the District Council believes could accommodate a Banking Hub based on the model adopted in other North Norfolk towns.

- The District Council believes that there is significant support for the establishment of a Banking Hub in Fakenham from the public, local businesses and key local stakeholders.

Should you have any questions concerning the above, or wish to discuss how the District Council might be able to support the provision of a Banking Hub in Fakenham aligned with supporting our objectives of promoting financial inclusion and local and national Government's ambitions to see a revitalisation of high streets / town centres through accommodating new uses which provide vital services and generate interest and footfall, please do come back to me.

For all of the above reasons, North Norfolk District Council would ask LINK to review its decision in concluding that Fakenham does not need a Banking Hub facility and speak further with local stakeholder groups about how such a facility could be provided in the town in the future.

Yours faithfully



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Our Ref:- Fakenham Banking Hub 17 08 26

CC:- Jerome Mayhew MP, Member of Parliament for the Broadland and Fakenham Constituency
Cllr Angela Glynn, Mayor of Fakenham, Fakenham Town Council
Cllr T Adams, Leader of North Norfolk District Council
Cllrs Vickers and Puchard, District Councillors for the Lancaster (Fakenham) South ward
Cllr Cushing, District Councillor for the Lancaster (Fakenham) North ward