

Cabinet



Please contact: Democratic Services

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Friday, 26 June 2026

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Chamber at the Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 6 July 2026 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to 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:democraticservices@north-norfolk.gov.uk

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. This meeting is live-streamed: youtube.com/@nndcedemocracy/streams

Emma Denny
Democratic Services & Governance Manager

To: Cllr L Shires, Cllr T Adams, Cllr A Brown, Cllr H Blathwayt, Cllr C Ringer, Cllr J Toye, Cllr A Varley, Cllr L Withington and Cllr J Boyle

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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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 01 June 2026

3. PUBLIC QUESTIONS AND STATEMENTS

To receive questions and statements from the public, if any.

4. DECLARATIONS OF INTEREST

7 - 12

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

5. ITEMS OF URGENT BUSINESS

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

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The following recommendation was made at the Overview & Scrutiny Committee meeting held on 10th June:

AGENDA ITEM 10: Reporting progress implementing Corporate Plan 2023-27 Action Plan- to end of Q4

RESOLVED to recommend to Cabinet:

- For Cabinet to contact local diocese' for information on what non-faith services and community projects they provide in the district for local communities.

8. 2025/26 OUTTURN REPORT

13 - 68

Executive Summary	<p>This report presents the provisional outturn position for the 2025/26 financial year which shows a General Fund underspend of £0.354m. It also provides an update in relation to the Council's capital programme and use of reserves.</p> <p>The position will be used to inform the production of the Statutory accounts which will</p>
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	<p>then be subject to audit by the Council's external auditors.</p> <p>The report makes recommendations for contributions to reserves.</p>
Options considered	None - This is a factual report of the financial year end position for 2025/26.
Consultation(s)	None – This is a factual report of the financial year end position for 2025/26.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <p>a) The provisional outturn position for the General Fund revenue account for 2025/26 (as shown in Appendix A);</p> <p>b) The transfers to and from reserves as detailed within the report (and Appendix C);</p> <p>c) The surplus of £0.354m proposed to be transferred to the General Reserve</p> <p>d) The balance on the General Reserve of £4.266m. (Please note does not currently include the above surplus of £0.354m)</p> <p>e) The financing of the 2025/26 capital programme as detailed within the report and at Appendix D.</p> <p>f) The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E;</p> <p>g) Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7.</p> <p>h) Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10.</p> <p>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.</p> <p>j) To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from capital s106 Contributions in 2026/27.</p> <p>k) To approve the addition of £0.100m to the Community Housing Fund (Grants to Housing Providers) project, to be funded by Capital Receipts following a repaid grant in 2025/26.</p> <p>l) To approve the updated Cromer Coast</p>

	<p>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.</p> <p>m) To approve the updated Mundesley Coastal Management Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been awarded to the Mundesley Coastal Management Scheme project only. This leaves the 2025/26 budget as £998,217. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.</p>
Reasons for recommendations	To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2025/26. Also to provide a draft opening position for the financial year 2026/27.
Background papers	Budget report, Budget Monitoring reports, NDR3 return

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

9. DEBT RECOVERY 2025-26

69 - 92

Executive Summary	<p>This is an annual report detailing the council's collection performance and debt management arrangements for 2025/26. It includes:</p> <ul style="list-style-type: none"> ▪ A summary of debts written off in each debt area showing the reasons for write-off and values. ▪ Collection performance for Council Tax and Non- Domestic Rates. ▪ Level of arrears outstanding ▪ Level of provision for bad and doubtful debts
Options considered.	To leave the write-off limits as they currently are or to increase these to a higher figure.

Consultation(s)	We are pleased to reach this year's collection performance for council tax & Non-Domestic (Business) Rates whilst also working hard to reduce avoidance and fraud which with the cost-of-living crisis, second home premiums introduced and changes to Retail, Hospitality and Leisure relief to businesses has been a more difficult time to for enforcement.
Recommendations	That Cabinet recommends to Full Council to: <ol style="list-style-type: none"> 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.
Reasons for recommendations	The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.
Background papers	Corporate Debt Management and Recovery Policy -Appendix 1; Debt Write Off Policy - Appendix 2 and Recovery Methods including Enforcement Agent Code of Practice and Enforcement Agent Instructions - Appendix 3.

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

10. HOUSING BUDGETS 2026/27

93 - 98

Executive Summary	<p>North Norfolk District Council will claim 25% of the additional income raised from the 200% Council Tax charge for Second Homes.</p> <p>As was the case in 2025/26, NNDC proposes to use this additional income to mitigate the potential impact of high levels of Second and holiday homes - to help tackle homelessness and support building of more affordable homes for local households</p> <p>This report provides details of housing projects it is proposed to fund from the additional income</p> <p>This use is reflected in the 2026/27 Capital</p>
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	programme and the Out-turn report 2025/2026.
Options considered	<ul style="list-style-type: none"> - Not to claim any of the additional Council Tax income from the 200% levy on Second Homes - To claim the additional income and use to support general council spending
Consultation(s)	Portfolio Holder for Housing and Peoples' Services. Officers in Finance, Housing Options, Estates and Property Services
Recommendations	It is recommended that Cabinet agree the proposed use of additional income from Second Homes Council Tax to fund the housing projects set out in this report.
Reasons for recommendations	To seek approval for the use of resources to help tackle homelessness and housing need
Background papers	Local Authority Housing Fund Round 4 – Purchase of Temporary Accommodation – Cabinet April 2026

Wards affected	Districtwide
Cabinet member(s)	Cllr. Jill Boyle, Portfolio Holder for Housing and Peoples' Services
Contact Officer	Nicky Debbage, Housing Strategy & Delivery Manager, nicky.debbage@north-norfolk.gov.uk

11. **COASTAL ADAPTATION PILOT - EXTENDING DELIVERY OF COASTWISE** 99 - 114

Executive Summary	<p>Coastwise is delivering the Corporate Plan objective “Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses”.</p> <p>The Coastal Adaptation Pilot (CAP) provides an opportunity to extend the project to continue to implement local actions and trial new longer-term initiatives. The learning continues to contribute to the national discussion for action to prepare communities impacted by coastal erosion.</p> <p>It is recommended that NNDC take forward the CAP opportunity and secure or allocate the required funding contribution.</p>
Options considered	Not to proceed with the Coastal Adaptation Pilot extension to Coastwise and not take

	<p>forward the ongoing work and opportunity to better prepare our communities for coastal erosion or to contribute to national learning and approaches into coastal erosion adaptation. This approach is not recommended as it will not meet the Corporate Plan objectives or support the delivery of the adopted Shoreline Management Plan.</p>
Consultation(s)	<p>This report has been developed in consultation with the Coastwise Project Board, Coastal Portfolio Holder, Director of Resources and Environment Agency. The development of this next phase of Coastwise has also included consultation with the wider Coastal Transition Pilot local authorities including Great Yarmouth Borough Council, East Suffolk Council and East Riding of Yorkshire Council.</p>
Recommendations	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Agrees to participate in the Coastal Adaptation Pilot (CAP) programme, accepting grant funds to continue the delivery and to further develop the Coastwise initiative under the existing governance arrangements. 2. Delegates to the Coastal Manager, in consultation with the Coastal Portfolio Holder and Director of Resources, the formulation of the updated business case and submission to the Environment Agency. 3. Recommends to Full Council, the allocation of up to £500,000 as match funding for the programme, to be sourced from reserves if Local Levy (from the Regional Flood and Coastal Committee, RFCC) or other grant sources is not forthcoming. 4. To extend the contracts of existing Coastwise personnel to the end of March 2029.
Reasons for recommendations	<p>To enable continued development and delivery of Coastal Adaptation activity, supporting local at-risk communities and contributing towards national policy development.</p> <p>To maintain the momentum established by the Coastwise initiative, the success of which has been recognised by the proposed inclusion of North Norfolk District Council as a participating</p>

	authority in the Coastal Adaptation Pilot programme.
Background papers	<ul style="list-style-type: none"> • Coastal Transition Accelerator Programme Outline Business Case • Coastwise Communications and Engagement Plan • Coastal Adaptation Pilot Principles (EA) • Coastwise Board papers

Wards affected	Coastal, Sheringham South, Sheringham North, Beeston Regis and the Runtons, Cromer Town, Suffield Park, Poppyland, Roughton, Mundesley, Bacton, Happisburgh
Cabinet member(s)	Cllr Harry Blathwayt – Portfolio Holder for the Coast
Contact Officer	Rob Goodliffe – Coastal Manager – Rob.Goodliffe@north-norfolk.gov.uk – 01263 516321

12. LOCAL PLAN REVIEW: SCOPING CONSULTATION

115 - 176

Executive Summary	This report covers the early stages of Plan review and the requirement to undertake a scoping consultation
Options considered	None
Consultation(s)	Portfolio holder
Recommendations	<p>That Cabinet resolves:</p> <ol style="list-style-type: none"> 1) To progress the scoping consultation based on the material detailed in Appendix 1 in line with Government expectations, statute requirements and the project timescales. 2) Delegate authority to the Planning Policy Manager to make any further necessary non-material modifications including consultation set up format as required.
Reasons for recommendations	To maintain an up-to-date Local Plan and to comply with statutory requirements in order to

	provide appropriate planning policy and guidance for the district.
Background papers	Plan-making regulations explainer - GOV.UK This is an explainer of the emerging regulations for the new plan-making system..

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown
Contact Officer	Caroline Dodden, Senior Planning Officer Caroline.dodden@north-norfolk.gov.uk

13. LOCAL PLAN REVIEW GOVERNANCE ARRANGEMENTS

177 - 188

Executive Summary	This report covers the requirement to review the Planning Policy & Built Heritage Working Party 'Terms of Reference' and to agree appropriate governance arrangements for the preparation of the Local Plan review under the new Local Plan making system.
Options considered	<ol style="list-style-type: none"> 1) Establish a 'Local Plan & Conservation Task Group' 2) Exclude Conservation, Landscape and Design oversight from the proposed new governance arrangements to focus solely on the Local Plan 3) Continue with the direct approach of taking all decisions to Cabinet.
Consultation(s)	Portfolio Holder for Planning & Enforcement
Recommendations	<p>That Cabinet agrees to:</p> <ol style="list-style-type: none"> 1) Replace the current Planning Policy & Built Heritage Working Party with a new Local Plan & Conservation Task Group 2) Adopt the Local Plan & Conservation Task Group 'Terms of Reference' <p>and recommend that Full Council:</p> <ol style="list-style-type: none"> 1) Approves changes to the overall Committee seat allocations, ensuring that political balance rules are reflected. 2) Approves any consequential changes to the Constitution arising from the establishment of the new

	<p>Local Plan & Conservation Task Group</p> <p>3) Receives nominations from the Group Leaders to appoint Members and substitutes to the Task Group (in line with recommendation 3 above).</p>
Reasons for recommendations	To recognise the requirements and statutory obligations of the new planning system, as introduced through the 2023 Levelling Up and Regeneration Act and the 2025 Planning and Infrastructure Act, and to provide appropriate governance arrangements for Member engagement and decision making in producing a new Local Plan.
Background papers	<p>Plan-making regulations explainer - GOV.UK</p> <p>This explains the emerging regulations for the new plan-making system.</p>

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown
Contact Officer	David Glason, Assistant Director for Planning david.glason@north-norfolk.gov.uk

14. DELEGATED DECISIONS JANUARY 2026 ONWARDS

189 - 196

Executive Summary	This report details the decisions taken under delegated powers from January 2026.
Options considered	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
Consultation(s)	Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.
Recommendations	To receive and note the report and the register of decisions taken under delegated powers.
Reasons for recommendations	The Constitution: Chapter 6, Part 2, details the functions which are delegated to officers. In addition, it requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as

	<p>appropriate).</p> <p>The law requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website.</p> <p>These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer either -</p> <ul style="list-style-type: none"> • under an express delegation granted at a meeting of Cabinet, Council or a Committee. • Or under a general delegation (where responsibility is delegated in the Constitution)
Background papers	Signed decision forms

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

15. MARRAMS BOWLS CLUB OPTIONS

197 - 210

Executive Summary	<p>This report outlines three options for the future of the Marrams Club House site in Cromer, a Council owned asset currently occupied by the Marrams Bowls Club. The building is in poor condition, with significant roof deterioration and water ingress, and requires substantial investment to remain a usable asset.</p> <p>Consultation has taken place with stakeholders including The Club which supports Option 2 in principle but has previously opposed redevelopment proposals.</p> <p>The report recommends that Cabinet does not proceed with Option 1 or Option 3. It recommends that Option 2 to dispose of the Bowls Club and Putting Greens is taken forwards subject to conditions, and officers are instructed to agree complete the disposal.</p>
Options considered	<ul style="list-style-type: none"> • Option 1: Renew the lease and

	<p>undertake roof upgrade works.</p> <ul style="list-style-type: none"> • Option 2: Transfer the freehold to the Marrams Bowls Club inclusive of the Putting Greens. • Option 3: Demolition of existing buildings and redevelopment.
Consultation(s)	<p>Colin Brown - Leisure and localities Services Manager Bowls Club Tenant Putting Greens Licensee Local members</p>
Recommendations	<p>That Cabinet resolves to: Provide approval for officers to proceed with Option 2 to transfer the freehold of the Property, known as the Marrams Bowls Club and Marrams Putting Greens, to the Marrams Bowls Club.</p> <p>Delegate authority to the Asset Strategy Manager or the Assistant Director for Finance and Assets to agree to the final terms of the transfer.</p>
Reasons for recommendations	<ol style="list-style-type: none"> 1) Not to proceed with Option 1 - due to the level of investment required to undertake the repairs and the continued liability the Council would hold for the buildings. 2) Option 2 is recommended because it provides a sustainable long-term solution that supports continued community use of the Bowls Club while addressing the constraints of the site and reducing the Council's future maintenance liabilities. <p>A freehold transfer can be lawfully progressed under Section 123 of the Local Government Act 1972, as the proposal meets the requirements of the General Disposal Consent (England) 2003, enabling disposal at less than best consideration where it demonstrably promotes community wellbeing. The Bowls Club's established health, social and economic benefits provide a clear basis for relying on this exemption.</p>

	<p>Progression of the transfer would remain subject to legal due diligence, the inclusion of appropriate safeguards such as pre-emption rights and restrictive covenants, and confirmation that the Bowls Club is willing and able to proceed with the transfer.</p> <p>3) Redevelopment - This option has not been considered further due to the capital investment required and the Bowls Club not being supportive of proposed development.</p>
Background papers	Cabinet Report 29 June 2023

Wards affected	Cromer Town
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Milo Creasey – Surveyor – Milo.creasey@north-norfolk.gov.uk Renata Garfoot – Estates and Asset Strategy Manager – Renata.garfoot@north-norfolk.gov.uk

16. CROMER FILM LOCATION PROPOSAL

Executive Summary	This report provides details of a proposal for a major film production to be based in Cromer and the District Council’s in-kind and financial support for the production, recognising the significant direct local spend associated with the production during on site filming and secondary spend anticipated by tourist visitors having seen the film through national release.
Options considered	To not engage with the film location search and miss the direct and indirect opportunities presented by this proposal for North Norfolk with the film being made elsewhere in the UK
Consultation(s)	With Norfolk Screen, the Economic Development team at Norfolk County Council and Epic Studios, Norwich
Recommendations	That the Cabinet approves the Council’s in-kind and financial support for the film production as detailed within the report.
Reasons for recommendations	Support for the basing of this film in Cromer recognising the significant direct local spend associated with the production during on site filming and secondary spend

	anticipated by tourist visitors having seen the film through national release.
Background papers	2023 – 2027 Corporate Plan

Wards affected	Cromer Town and Suffield Park
Cabinet member(s)	Cllr Tim Adams, Leader of the Council
Contact Officer	Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

Please note that the report is confidential and will be discussed under Private Business (Agenda item 18)

17. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A (as amended) to the Act.”

Information in the appendix (agenda item 15) and the report (agenda item 16) involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.

This paragraph relates to:

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

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

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

18. PRIVATE BUSINESS

211 - 224

1. Agenda item 15: Marrams Bowls Club – Exempt Appendix
2. Agenda Item 16: Cromer Film Location Proposal – Exempt report

CABINET

Minutes of the meeting of the Cabinet held on Monday, 1 June 2026 at the Council Offices, Holt Road, Cromer, NR27 9EN at 10.00 am

Committee

Members Present:

Cllr L Shires (Deputy Chair)	Cllr T Adams (Chair)
Cllr H Blathwayt	Cllr C Ringer
Cllr A Varley	Cllr J Boyle

Members also attending:

Cllr C Cushing
Cllr V Holliday
Cllr L Vickers

Officers in Attendance:

Chief Executive, Assistant Director for Finance, Assets, Legal & Monitoring Officer and S151 Officer, Director of Resources & Democratic Services Manager,

Apologies for Absence:

Cllr A Brown
Cllr J Toyne
Cllr L Withington

45 MINUTES

The minutes of the Cabinet meeting held on 14 April 2026 were agreed as a correct record.

46 PUBLIC QUESTIONS AND STATEMENTS

None received.

47 DECLARATIONS OF INTEREST

None received.

48 ITEMS OF URGENT BUSINESS

49 MEMBERS' QUESTIONS

None received.

50 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

There were no recommendations to Cabinet from the meeting of the Overview & Scrutiny Committee held on 22nd April.

51 REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 DELIVERY AGAINST ACTION PLAN 2024/25 AND 2025/26 - TO END OF

QUARTER 4 - 1 JANUARY 2026 TO 31 MARCH 2026

The Chair, Cllr T Adams, introduced this item. He highlighted action points which were rated as 'amber' and referred members to the explanatory text in the Action Plan. He corrected a repetition error for action 8 and went on to say that the referral system for the heating oil scheme had been working well and feedback had been very good.

Cllr Adams then spoke about Action 11 – 'sports pitches', saying that the 3G pitch at Fakenham was progressing well and discussions would continue regarding the North Walsham pitch.

Action 14 – 'second homes council tax premium', the Chair said that although there had been a modest fall in the overall number of second homes, the collection rate remained high.

Action 21 – 'Banking and post office services', the Chair highlighted that plans had been lodged for a new ATM outside the former Nationwide building in Fakenham, which he welcomed. He thanked former County Councillor for Fakenham, Cllr T FitzPatrick, who provided valuable support in persuading the provider to consider installation in the town. Banking hubs continued to operate well in North Walsham, Cromer and Holt.

Action 25 – Local Government Reorganisation (LGR), as stated at the Full Council meeting on 20th May, the Chair reiterated that he did not feel that the legal challenges that were underway would be successful. The County Council's current position on LGR remained unclear.

Action 27 - 'Service Reviews', continued uncertainty around the LGR process had caused some delays to work regarding service reviews. The focus would now be reviewed to ensure that the alignment of services met the LGR agenda and timetable as well as the future boundaries and responsibilities of the successor authority.

The Chair concluded by referring to potential refurbishment work on the Cromer Pier Pavilion Theatre, which was on the agenda for discussion.

He invited Members to speak:

Cllr V Holliday, referred to Action 29 – 'Tourism infrastructure assets safeguarding' and asked if the system for arranging the transfer of assets would be publicised, specifically for parishes so that they could engage with the process. The Chair replied that discussions were currently focused on specific issues such as surveyors allotments. Cllr Holliday clarified that her query was about when the parishes would be made aware of the process and next steps. Cllr Shires, Portfolio Holder for Finance, Estates & Property Services, said that parishes which had been proactive in seeking to transfer assets had already been engaged in discussions and forms had been sent to them. The focus was on ensuring that parishes could maintain the assets going forward and this was part of the evidence gathering stage of the process. Any parish councils or community groups which were interested in taking on NNDC assets but had not yet come forward should be encouraged to contact the Council.

Cabinet agreed to note the report.

52 COUNCILLOR COMMUNITY GRANT FUND

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She began by thanking members across the Council for their support and engagement. The establishment of the Councillor Community Grant Fund had been agreed as part of the budget setting at the February meeting of Full Council. Feedback from members had been taken on board and the process had been kept as streamlined and simple as possible. The terms of reference set out how the grant fund would operate and details were provided on the Councillor Review Panel which would provide oversight and ensure good governance.

Cllr Shires invited Cllr Cushing, who had been involved in the collaborative discussions regarding the operational framework of the fund, to speak. Cllr Cushing said that his group was fully supportive of the fund and was keen to see it up and running. He asked how quickly it could get under way. The Democratic Services & Governance Manager confirmed that it did not need to go back to Full Council and that the process could commence as soon as Cabinet had approved the terms of reference.

Cllr Shires referred to section 7 of the report and the reference to three elected councillors. She said that it was proposed that the Review Panel would be comprised of two Liberal Democrat members and one Conservative member, with the Independent Group taking one of the Liberal Democrat substitute positions – to reflect the make-up of the Council allow for flexibility and bring in balance, if needed.

The Chair thanked Cllr Shires and said that feedback so far had been very positive and people were keen for the scheme to get underway.

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

RESOLVED:

1. To approve the Councillor Community Grant Fund Terms of Reference and its appendices as set out at Appendix A.
2. To delegate authority for the operation and administration of the Fund in accordance with the approved Terms of Reference.

Reason for the decision:

To enable the Councillor Community Grant Fund to operate with clear eligibility criteria, governance arrangements, and financial controls, providing assurance over the appropriate use of public funds while supporting local community projects within each ward.

53 ADOPTION OF THE NORFOLK COAST NATIONAL LANDSCAPE MANAGEMENT PLAN (2025-2030)

Cllr H Blathwayt, Portfolio Holder for Coast, introduced this item. He explained that This report seeks the formal adoption of the Norfolk Coast National Landscape Management Plan (2025-2030). The Council, along with other relevant authorities, had a statutory duty to publish a Management Plan for the conservation and enhancement of the designated landscape and to update the Plan every 5 years. Cabinet had approved the draft version on 1st December 2025, before it went out to consultation.

The Chair invited Members to speak:

Cllr V Holliday asked if the actions were available to cross-reference as the document presented was quite aspirational and process-heavy and she would like to see something more concrete. Cllr Blathwayt replied that there was nothing else available currently. He went onto say that the Memorandum of Articles (MoA) for the Norfolk Coast Partnership had recently expired and was due to be reviewed, in addition, the existing Chair was staying on as a lay member to ensure some consistency. Once the new MoA was in place, then further information on the action plan would be shared.

It was proposed by Cllr H Blathwayt, seconded by Cllr T Adams and

RESOLVED

To formally adopt the Norfolk Coast Landscape Management Plan (2025-2030)

Reason for the decision:

- 1) The publication of a Management Plan for the Norfolk Coast National Landscape every 5 years forms part of the statutory duty of the relevant authorities (of which NNDC is one) in managing the area.
- 2) This Plan will complement and support the Council's Local Plan planning policies.

54 REFURBISHMENT OF THE PAVILION THEATRE, CROMER PIER

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She began by saying that the Administration had the intention of ensuring that all the Council's assets were fit for purpose and available beyond LGR. The tourism assets were the main reason for strong local economies in coastal areas and this was demonstrated via car parking income which was able to support discretionary services such as public conveniences. There had been significant investment in the structure of the pier and other investment into the businesses that were hosted there. The Pier had been in place for 125 years and it was important to invest in its future. The intention was, where possible, to apply for grants but the initial aim was to ensure the project was in the capital programme.

Cllr A Varley said that it was an important project and was a continuation of the ongoing review of the council's assets with a focus on net zero. Insulation would be a really beneficial aspect of the project. It would ensure that it was comfortable as well as energy efficient.

The Chair said that this was the missing piece to the ongoing structural work and the completed work to the dressing rooms and bar area. It would ensure the longevity of the pier for many years to come. He was hopeful that grant funding would become available.

The project would involve a significant closure of the theatre following the end of the Christmas show period, with the aim of reopening in time for the summer season.

Members were invited to speak:

Cllr Cushing said that he was surprised that there was no business case included in the papers. He said that the financial benefits of spending £2.4m on this project

should be clearly set out, especially as it was being funded by borrowing. This amounted to approximately 10% of revenue income for the Council.

Cllr L Shires sought clarification as to whether Cllr Cushing wanted to see the business case or whether he felt that the financial information in the report did not provide enough detail. Cllr Cushing replied that he would like to see the business case for justifying £2.4m of borrowing.

Cllr Shires reiterated the argument that she had already set out and which was included in the report, that the work would benefit tourism and support local businesses. Cllr Cushing said that there was no information setting out the anticipated return on the investment. It was a substantial amount of money that was being invested and the financial payback should be demonstrated. He acknowledged that there would be non-material benefits such as a boost to the local economy but said that it was important to set out specific gains such as the financial benefit of being able to open the theatre for an extended season. There was nothing that he could see in the papers which set out clearly the anticipated increase in revenue generated by undertaking the work.

Cllr Shires sought clarification that Cllr Cushing wanted additional information beyond the profit share arrangement with Openwide, increased car parking income and a boost to tourism and the local economy. Cllr Cushing said that the report implied that there would be an increase in the number of people attending the shows at the theatre and he would like to see the projected financial gain for this.

The Chair said the wider impact of such assets should be looked at. He referred to the performance of the Council's car parks during the recent bank holiday period and said that the additional income generated was able support discretionary services such as public conveniences and additional street cleansing activity.

Cllr L Vickers acknowledged that Cromer Pier was an important asset that brought a lot of joy to locals and visitors but £2.4m was a significant amount of money and she agreed with Cllr Cushing that there should be a business case to support the proposals. More importantly, she was concerned that there would be enough money available for other areas of the district to ensure an equitable distribution of resources. She added that in some areas, there seemed to be a lack of political will to proceed quickly and in others, projects were expedited. The Chair replied that the largest capital project being undertaken by the Council was the new leisure centre in Fakenham. He also outlined other projects across the District. It was likely that the pier would have a greater financial impact in terms of return than the FLASH project in the long term.

Cllr V Holliday referred to page 125, section 2.5 of the report and suggested that the various points that were referred to were 'monetised' so it was more of a comprehensive business case that was being presented to members.

Cllr Shires replied that most of the Council's assets were in Cromer and there had not been the same amount of focus on the Fakenham Leisure Centre project, which was also of significant value. She asked what Cllr Holliday would like to see specifically. Cllr Holliday said that she would like to see the business case for the project adding that she wouldn't expect to have to state what she would like to see included in a business case but rather that it would be presented to members if they requested to see it.

The Chair said that he accepted that it was a significant amount of money but it was

hard to quantify the financial impact on the visitor economy in the long term. He reminded members that options for external funding would continue to be explored.

Cllr Holliday pointed out that funding for the Fakenham Leisure centre was predominantly from central Government and not via external borrowing as was proposed for this project.

The Chief Executive said that he may be able to clarify some issues. He began by saying that the project was proposed by the Administration and involved investment in Cromer Pier, particularly the Pavilion theatre. There was a degree of choice in the matter and at this stage, it was for Cabinet to decide. He said that the exempt appendix set out the cost estimates to improve the environmental performance of the theatre and comfort for the audience.

The Chief Executive went onto explain that there was a revenue implication from the investment. It was anticipated that ticket sales would increase due to more performances and a profit share arrangement with Openwide, the theatre operator, was proposed. He said that the choice to invest in the pier pavilion needed to be set in the context of other decisions made by the Administration across the District. This included investment in public conveniences as well as supporting infrastructure to facilitate affordable housing provision in Fakenham. Capital investment had also been made in supported housing projects in both Fakenham and Stalham. He concluded by saying that it was the Council's duty to maintain its assets and strengthen them ahead of Local Government Reorganisation.

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

RESOLVED

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

Reason for the decision:

To ensure the viability and efficiency of the Pavilion Theatre, Cromer Pier for the benefit of residents and the tourism economy.

55 EXCLUSION OF PRESS AND PUBLIC

56 PRIVATE BUSINESS

The meeting ended at 10.45 am.

Chairman

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

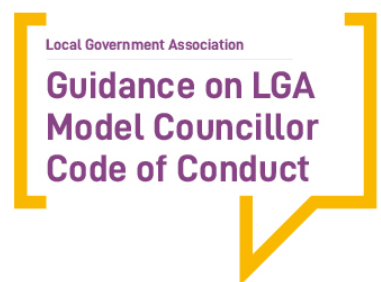
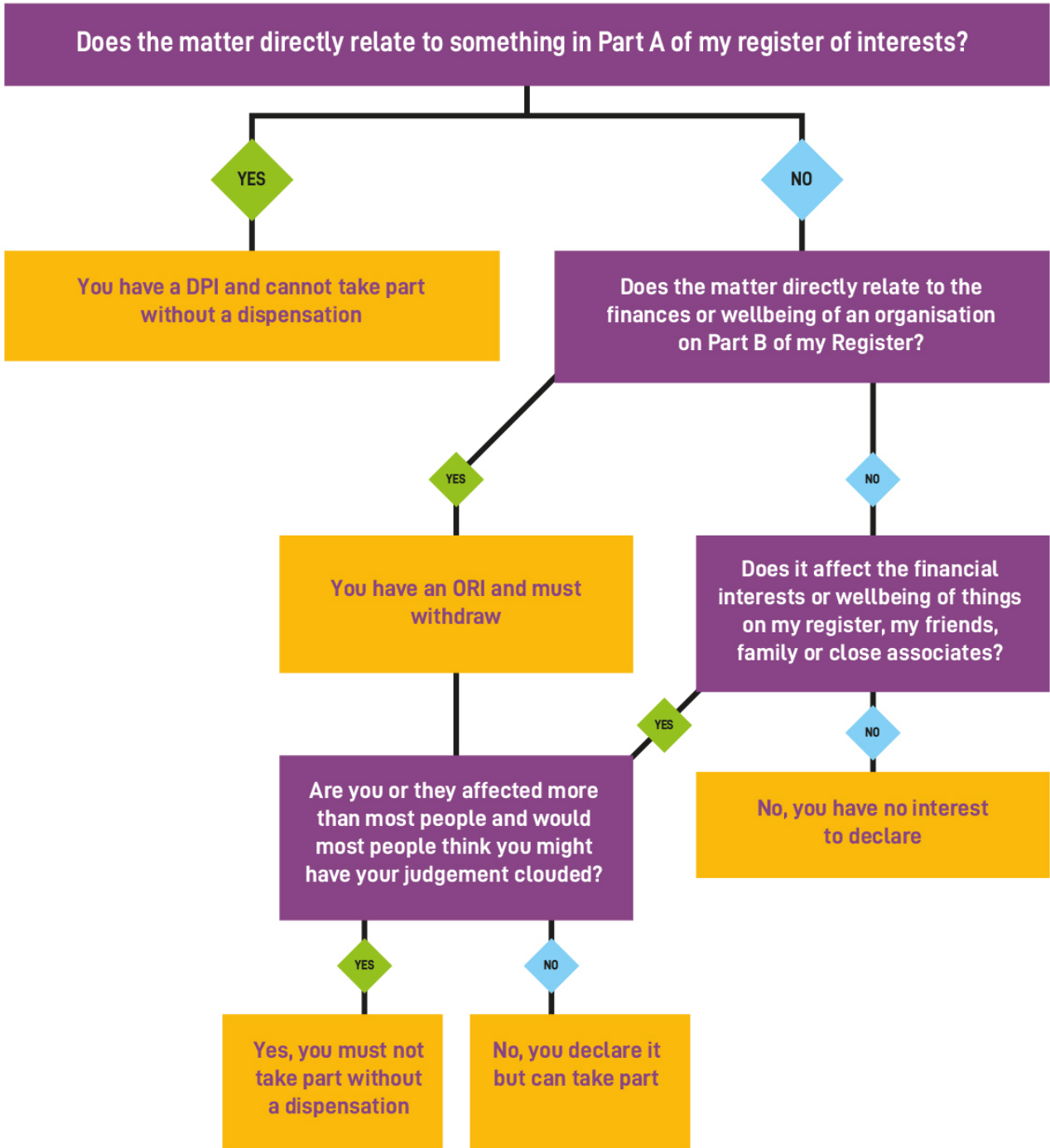
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"> a) any body of which you are in general control or management and to which you are nominated or appointed by your authority b) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) any body directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
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2025/26 Outturn Report	
Executive Summary	<p>This report presents the provisional outturn position for the 2025/26 financial year which shows a General Fund underspend of £0.354m. It also provides an update in relation to the Council's capital programme and use of reserves.</p> <p>The position will be used to inform the production of the Statutory accounts which will then be subject to audit by the Council's external auditors.</p> <p>The report makes recommendations for contributions to reserves.</p>
Options considered	None - This is a factual report of the financial year end position for 2025/26.
Consultation(s)	None – This is a factual report of the financial year end position for 2025/26.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <ul style="list-style-type: none"> a) The provisional outturn position for the General Fund revenue account for 2025/26 (as shown in Appendix A); b) The transfers to and from reserves as detailed within the report (and Appendix C); c) The surplus of £0.354m proposed to be transferred to the General Reserve d) The balance on the General Reserve of £4.266m. (Please note does not currently include the above surplus of £0.354m) e) The financing of the 2025/26 capital programme as detailed within the report and at Appendix D. f) The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E; g) Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7. h) Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10. i) To note the addition of £26,834 towards Property Services Electric Vehicles, to be funded by the Asset Management Reserve over a four-year lease period. This budget has been approved by the Deputy s151 Officer under constitutional powers. j) To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from capital s106 Contributions in 2026/27. k) To approve the addition of £0.100m to the Community

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

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

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

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	

Details of any previous decision(s) on this matter	<p>Budget Report – approved by Full Council on 19 February 2025</p> <p>Budget Monitoring Period 4 – taken to Full Council on 24 September 2025</p> <p>Budget Monitoring Period 6 – taken to Full Council on 19 November 2025</p> <p>Budget Monitoring Period 10 – taken to Cabinet on 25 March 2026.</p>
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1. Introduction

- 1.1 This report presents the draft outturn position for the 2025/26 financial year for revenue, capital and reserves along with details and explanations for any variances from the updated budget. The updated budget reflects the budget approved by Full Council in February 2025 updated during 2025/26 for budget virements.
- 1.2 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the detailed appendices.
- 1.3 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2025/26 capital programme. The capital programme for the period 2026/27 to 2031/32 has been updated to take account of the outturn position and is included within this report and appendices.
- 1.4 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in March which covered the first 10 months of the year up to the end of January 2026. At the time this report was forecasting a General Fund underspend of (£0.383m).
- 1.5 **Estimates included in the Accounts**
The provisional outturn position includes some significant figures which are subject to external audit, these are in relation to Benefit Subsidy and Business Rates Retention.
- a) **Benefits Subsidy** - The benefit subsidy return was completed and submitted by 05 May 2026 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should a subsidy repayment be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.
 - b) **Business Rates** - Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the National Non-Domestic Rates (NNDR3) Return which is submitted annually. The draft NNDR3 return was submitted to Government 22

May 2025 and is subject to external audit as part of the final accounts audit, before being finalised. As with the benefits subsidy above, the Council operates a Business Rates Earmarked Reserve to help mitigate against any potentially negative impacts of these arrangements

- 1.6 This outturn position final budget monitoring position for the year for the year ending 31 March 2026 is a net (£0.354m) surplus. This report recommends contributing the surplus to the General Reserve.
- 1.7 The final key point is the deadline to publish the draft Statement of Accounts for 2026/27 is 30 June 2026, with the 30-day public inspection commencing after that. The backstop date for the final audited accounts to be published by the 31 January 2027. It is anticipated that the external audit of the accounts will be undertaken in the autumn 2026.

2. Summary Financial Position 2025/26

- 2.1 The General Fund position for the year shows a year-end Surplus of (£0.354m). This is after allowing for transfers to Earmarked Reserves for current and known commitments.
- 2.2 Appendix A The General Fund Summary, shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 1 below provides a summary of the General Fund position excluding these charges.
- 2.3 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes.

2.4 Table 1

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

Net (Surplus)/Deficit for the Year	0	(354)	(354)

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

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

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

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

2.8 **Government Grants and Taxation**

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

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

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

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

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

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

3.4 A. Employee Costs

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

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

Direct Employee costs –

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

Indirect Employee Expenses –

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

3.5 B. Premises Costs

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

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

Repairs and Maintenance –

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

Grounds Maintenance –

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

Premises Running Costs –

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

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

3.6 C. Transport Related costs

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

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

3.7 D. Supplies and Services

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

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

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

Printing and Stationery –

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

Fees and Services –

- £0.081m External Survey costs
- £0.017m External legal fees in connection to specialist areas such as planning appeals.
- (£0.064m) Internal and External Audit fees.
- (£0.023m) Outlook magazine production
- £0.061m Professional fees relating to enforcement cases
- £0.097m Agency staff required to cover vacant posts within the establishment, i.e. Legal and Accountancy (offset by staff turnover)
- (£0.039m) Condition Survey costs, £20k of which has been transferred to an earmarked reserve as it relates to programmed work on Cromer Pier.
- (£0.034) ICT professional services
- (£0.066m) Local Plan expenditure funded by earmarked reserves
- (£0.069m) Environmental Strategy projects funded by earmarked reserves.

Communications and Computing –

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

Grants and Subscriptions –

- £0.133m Housing support scheme payments to beneficiaries, these are offset by a grant from Norfolk County Council and earmarked reserves.
- £0.030m Contribution to Visit North Norfolk, funded from earmarked reserves.
- £0.550m Contributions to Norfolk County Council in respect of designated area enterprise zones, (2024/25 & 2025/26) part of the NNDR3 return and funded from business rate receipts.

- £0.062m Contributions towards Local Government Reorganisation (LGR) projects and submissions funded from earmarked reserves.
- £0.050m Contribution to assist residents effected by Fuel poverty.
- £0.049m Rural England Prosperity Fund payment, funded by grant.

Other Supplies and services –

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

3.8 E. Transfer payments

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

3.9 F. Capital Financing Costs

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

3.10 G. Income

Table 2d provides further analysis on the Councils Income variances

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

Government Grants –

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

Other Grants and Reimbursement –

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

Customer and Client Receipts –

- (£0.016m) Legal fee income greater than anticipated.
- (£0.207m) Additional planning income, due to a number of larger application fees being received in the last quarter of 2025/26.
- £0.086m Building control fee income, due to the timing of fee increases.
- £0.061m Car park income, pay and display shortfall offset by additional penalty notice income.
- (£0.038m) Legal fee income
- £0.035m Industrial Estate recoverable service charges.
- £0.025m Corporate Health and Safety, no planned training courses undertaken.
- (£0.381m) Other recoverable charges, this is part of the bottom-line subsidy position and represents cash received relating to recovered overpayment debt and also movement in the provision relating to overpayment debt held on the Civica Revenue and Benefits system.
- (£0.125m) Homelessness recoverable charges on temporary accommodation (TA) including subsidy and client contributions, of this (£0.101m) is in relation to Council owned TA properties.
- (£0.285m) Net additional Waste and recycling income including performance failure deduction which has been set aside in an Innovation Fund and used for future cost pressure payments.

Internal Income –

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

Non-Service Income and Expenditure

- 3.11 The non-service income and expenditure largely relate to investment income (interest and dividends) and the cost of borrowing (interest payable). It also includes a small amount of interest from other sources e.g. interest on loans given to organisations for affordable housing schemes.
- 3.12 The budget for 2025/26 interest receivable was £1.403m, the actual income for the year was £1.700m. Having higher cash balances available for

investing from capital schemes funded by grants, resulted in a favourable variance of £0.297m.

- 3.13 The budget for 2025/26 interest payable budget was £0.302m, the actual expenditure for the year was £0.242m. This is a favourable variance of £0.060m from decreasing interest rates for short-term borrowing.
- 3.14 The Council primarily uses internal borrowing where required (using cash from sources within the Council's own operations) which is prudent to save on external borrowing interest costs. Since March 2023 it was identified that the Council had a cashflow deficit of £5m. A PWLB loan was taken for 1 year in 2025/26 as interest rates remained higher, although decreasing. If the loan is no longer needed in 2026/27 it will not be renewed.
- 3.15 The full details of the Treasury Management activity and performance for the year are contained in a separate report (Treasury Management Outturn) which is also being presented at this meeting. This report contains the full detail of the investments and borrowing arrangements undertaken by the Council during 2025/26.
- 3.16 Significant points to note from the report are as follows:
- The Council started and finished the year with seven long-term Pooled Fund investments worth £20.000m. These funds earned interest of £1.038m.
 - The Council started and finished the year with four housing loans, starting at a value of £1.853m and finishing with a value of £1.756m after loan repayments and one new loan issued during the year. These loans earned interest of £0.072m.
 - The Council held short-term investments of varying balances during the year. These funds earned interest of £0.584m.
 - The Council started and finished the year with total loans of £5m from the PWLB. This incurred an interest expense of £0.234m.
 - The Council had one short-term loans of £2m during the year to meet cashflow demands that could not be met from internal borrowing. This incurred an expense of £0.005m.

Retained Business Rate and Council Tax Income

- 3.17 The Council was a member of the Norfolk Business Rates Pool for 2025/2026 which is beneficial for all authorities within the Pool.
- 3.18 Accounting for Business Rates collection is a complex area as it involves three financial years and contributions to and from other external organisations over this time too.
- 3.19 Since 2020/21 it has been difficult to calculate the budget for the Council's Retained Business Rates because of this. Because of the uncertainty around what the actual levels would be and the possibility of having to repay grants any surplus since 2020/21 has been transferred to the Business Rates Reserve to offset any future deficits.
- 3.20 The 2025/26 budget included Retained Business Rates Income was included at a prudent level because of uncertainty around the calculation. The actual outturn is compared to the budget.

- 3.21 Changes to the business rates pooling rules, making the scheme less attractive, influenced the decision for Norfolk authorities to not enter a pooling arrangement for 2026/27. This decision may be revisited in future years.
- 3.22 The Council Tax surplus for the 2025/26 year is £0.455m.

Reserves

- 3.23 The Council holds a General Reserve for which the recommended balance for 2025/26 is £2.1 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies. The General Reserve balance on 31 March 2026 stands at £4.267 million. As part of Period 4 budget monitoring, it was recommended that the savings generated from the release of the Extended Producer Responsibility (EPR) grant to the environmental health service be transferred to the general reserve, this has been included. This report recommends that the forecast surplus of £0.354m is transferred to the General Reserve, after which the balance will be £4.621million.
- 3.24 In addition to the General Reserve the Council holds several Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 3.25 There are several Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded, s31 grant balances and year end deficits.
- 3.26 Section 3 of the report has highlighted the service areas where an underspend has occurred relating to budgets funded by earmarked reserves. As part of the outturn process transfer entries are input to reflect the actual reserve funding requirement ensuring that the unallocated balance is available to meet future commitments or fund future projects. This adjustment offsets some of the positive variances in the net cost of services. In addition, a number of grant funding streams are ringfenced meaning that there is a specific purpose outlined in the grant determination. Underspends on these grants need to be earmarked to be utilised in future years or repaid.
- 3.27 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting a net transfer to earmarked reserves totaling £0.573m. At outturn this position has increased to a net transfer of £1.463m to reserves resulting in a variance of (£0.890m) the most significant movements are as follows.
- Capital Projects Reserve - £0.391m Capital Project slippage outlined in section 5 below.

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

4. Capital Programme 2025/26

- 4.1 This section of the report presents the capital outturn position for the year 2025/26 and the financing for this, together with the updated programme for the financial years 2026/27 to 2031/32. Appendix D provides the details of the outturn for the 2025/26 capital programme and variances prior to any adjustments to the original year budgets. The updated capital programme for 2026/27 to 2031/32, is attached at Appendix E.
- 4.2 The capital programme expenditure for 2025/26 was £13.170m compared to an updated 2025/26 budget of £38.280m giving an underspend of £25.111m.
- 4.3 This underspend is attributable to multiple factors. Some high value projects have not progressed as far as originally planned due to project delays, or project timelines have been reconsidered to reflect changes to programmed delivery. Approval is sought where budget is asked to be rolled forward into the 2026/27 capital programme. These are detailed further down in this report.

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

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

- 4.4 Details of the Capital Expenditure covered by the 2025/26 Financing can be found in Appendix D alongside projects with roll-forward requests (reprofiling to 2026/27 budget).
- 4.5 The table below summarises capital schemes completed in 2025/26 along with the value of unspent budget given up. Explanations of these variances are detailed in paragraphs (a) to (j).

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

Capital Projects completed in 2025/26

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

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

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

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

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

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

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

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

(g). The Customer Services C3 Software project was completed in 2025/26 with final expenditure of £32,575 against a total project budget of

£32,600. This means that a total of £25 budget was unspent and will be uncommitted from reserve funding (Delivery Plan Reserve).

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

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

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

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

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

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

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

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

Capital Receipts 2025/26	£
Sale of Property Services Vehicle	(2,738)
Repayment of Community Housing Fund Grant	(100,000)
Disabled Facilities Grant Repayment	26,976
Right to Buy Income Share (Sale of old HRA stock with Flagship)	(365,814)
Total	(495,528)

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

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

- 5.9 For schemes not completed in 2025/26, for some capital budgets it is requested that they are rolled forward into 2026/27 for the managers to finish the schemes. The projects requesting approval for budget roll forward into 2026/27 are detailed below, and shown in Appendix E. This report asks members to consider and approve if the projects outlined below can continue in 2026/27 to meet the Council's goals. The details for any projects and current financial commitments are outlined in the following paragraphs.
- 5.10 For some schemes due to be completed in 2026/27, some expenditure has been incurred ahead of the financial year to prevent project time-delays in obtaining licenses/planning consent. Capital budget in 2026/27 will be deducted to prevent project overspend in future years. These are included in the roll forward table below (negative values).

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

Capital Project	Ref:	Budget requested to be rolled-forward into 2026/27	Funding Source(s)
		£	
Coastal Erosion Assistance (Grants)	(k)	13,336	Capital Receipts
Mundesley Coastal Management Scheme	(l)	281,340	£115,411 Capital Receipts £145,929 Grants £20,000 Contributions
Coastal Management Fund	(m)	580,520	Capital Receipts
Coastwise	(n)	5,399,528	Grants
Purchase of Bins	(o)	105,993	Capital Receipts
Electric Vehicle Charging Points	(p)	33,317	Capital Receipts

The Reef Solar Carport	(q)	65,180	Delivery Plan Reserve
Holt Country Park Electricity Improvements	(r)	234,418	Borrowing
Public Conveniences Energy Efficiencies	(s)	143,445	Borrowing
Coastal Defences	(t)	48,124	Capital Receipts
Fakenham Sports Centre Decarbonisation	(u)	121,400	£100k Grants £21,400 Net Zero Reserve
Waste Vehicles & Food Waste Bins	(v)	1,956,000	£1,097,527 Grants £858,473 Borrowing
Overstrand Seawall Works	(w)	1,224,200	£245,000 Capital Receipts £330,200 Grants £649,000 Borrowing
Public Conveniences - Albert Street, Holt	(x)	17,682	Borrowing
Cromer Pier Substructure Works	(y)	113,489	Borrowing
Fakenham 3G Facility	(z)	847,568	£600,000 Grants £247,568 Borrowing
Cromer 3G Football Facility	(aa)	10,000	Borrowing
The Reef Leisure Centre	(ab)	155,507	Borrowing
Green Road Football Facility (North Walsham)	(ac)	50,223	Delivery Plan Reserve
Fakenham Leisure and Sports Hub (FLASH)	(ad)	8,211,577	£7,803,577 Grants £408,000 Contributions
Cromer Church Wall	(ae)	45,045	Major Projects Reserve
Cabbell Park Clubhouse	(af)	237,000	Capital Receipts
Itteringham Shop Roof Renovation	(ag)	50,000	£20,000 Capital Receipts £30,000 Asset Management Reserve
Holt Country Park Septic Tank	(ah)	30,000	Capital Receipts
Public Conveniences Renovation, Holt Country Park	(ai)	43,495	Capital Receipts
Holt Country Park Eco Learning Space	(aj)	5,134	Contributions
Holt Country Park Play Equipment	(ak)	85,000	Contributions
Compulsory Purchase of Long-Term Empty Properties	(al)	383,835	Borrowing
Community Housing Fund (Grants to Housing Providers)	(am)	109,161	Housing Reserve
Council Owned Temporary Accommodation	(an)	585,972	Grants
Housing S106 Enabling	(ao)	689,000	Contributions
Rocket House	(ap)	645,947	Borrowing
Property Acquisitions	(aq)	697,868	£307,000 Delivery Plan Reserve £390,868 Capital Projects Reserve
Chalet Refurbishment	(ar)	106,260	Capital Receipts
Marrams Building Renovation	(as)	46,513	Asset Management Reserve
Car Parks Refurbishment	(at)	385,522	Capital Receipts
Marrams Footpath and Lighting	(au)	135,534	Borrowing
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	(av)	14,015	£5,901 Grants £8,114 Asset Management
UK Shared Prosperity Fund	(aw)	22,500	Grants
Rural England Prosperity Fund	(ax)	21,022	Grant
West Prom Sheringham, Lighting & Cliff Railings	(ay)	29,887	Capital Receipts
Sunken Gardens Improvements, Marrams, Cromer	(az)	147,183	Borrowing
Weybourne Car Park Improvements	(aaa)	5,000	RCCO
Fakenham Connect Roof and Fire Doors	(aab)	(2,000)	Borrowing
North Lodge Car Park	(aac)	(1,352)	Borrowing

Drs Steps, Cromer	(aad)	(1,000)	Borrowing
User IT Hardware Refresh	(aae)	27,088	Capital Receipts
Property Services Asset Management Database	(aaf)	16,200	Capital Receipts
Replacement of Uninterruptible Power Supply	(aag)	10,696	Capital Receipts
	Total:	24,183,372	

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

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

- (k). Coastal Erosion Assistance (Grants) - This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but this budget is held reactively to provide emergency coastal erosion grant support.
- (l). Mundesley Coastal Management Scheme – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is primarily grant-funded, the grant can only be used for the project or must be repaid if the project is cancelled.
- (m). Coastal Management Fund – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used for a major coastal beacon replacement programme along the Sheringham coastline; however, the Cromer & Mundesley Schemes have taken officer time priority during the previous financial year.
- (n). Coastwise – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but this grant-funded scheme can only be used for the Coastwise project. The expenditure on this scheme is subject to complex legal agreements which delay project progression.
- (o). Purchase of Bins – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but with the upcoming new bin provision requirement set by central government, it is highly probable that additional bin budget may be required.
- (p). Electric Vehicle Charging Points – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used for infrastructure enabling works to allow Norfolk County Council to install charging points on North Norfolk District Council's assets using central government funding.

- (q). The Reef Solar Carport – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is planned to be used to purchase an electric battery storage or alternative electricity storage method to connect to the existing carport structure if an affordable and functional option can be obtained.
- (r). Holt Country Park Electricity Improvements – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is currently in the design phase to determine how best to connect the site to nearby electrical infrastructure. Project expenditure will be incurred once agreements have been finalised.
- (s). Public Conveniences, Energy Efficiencies – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is to delivery net-zero improvements to Public Conveniences across the District (e.g. installing water-efficient plumbing systems, electric hand-dryers or small-scale solar panels).
- (t). Coastal Defences – This report requests that the unspent capital budget shown in the above table is rolled forward, no project works are contractually committed, however with the Council being responsible for a large area of coastline, this budget could be used to renovate further areas in future years.
- (u). Fakenham Sports Centre Decarbonisation – This report requests that the unspent capital budget shown in the above table is rolled forward. project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is primarily grant-funded, and the grant can only be used for the project or must be repaid if the project is cancelled.
- (v). Waste Vehicles & Food Waste Bins – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is primarily grant-funded, and the grant can only be used for the project or must be repaid if the project is cancelled.
- (w). Overstrand Seawall Works – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project works are anticipated to complete in 2026. This scheme is partially grant-funded, and the grant can only be used for the project or must be repaid if the project is cancelled.
- (x). Public Conveniences, Albert Street, Holt – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed, a final retention payment is due in late 2026.
- (y). Cromer Pier Substructure Works – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed as outlined in the five-year pier survey to maintain a key cultural asset.

- (z). Fakenham 3G Facilities – This report requests that the unspent capital budget shown in the above table is rolled forward. This project is to be delivered alongside the FLASH scheme and is currently undergoing grant award with the Football Foundation to fund up to 66% of the costs, once the grant award has been obtained then project construction will begin.
- (aa). Cromer 3G Football Facility – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The project construction works have been completed but a retention payment is due in late 2026. The remaining retention payment is only minimal, and the majority of the project's remaining budget is no longer required, this budget has been de-allocated as referred to formerly in this report.
- (ab). The Reef Leisure Centre – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. This is a retention sum which has been withheld and used to resolve construction defects following the centre's construction contractor having gone into administration. This budget must be spent on resolving defects or paid to the contractor's administrators.
- (ac). Green Road Football Facility (North Walsham) – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Construction work has been delayed whilst lease negotiations with the tenants of the site are ongoing.
- (ad). Fakenham Leisure and Sports Hub (FLASH) – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The main construction works started in October 2025 and are planned to finish December 2026 as a large-scale project. This scheme is primarily grant-funded, the grant can only be used for the project or must be repaid if the project is cancelled.
- (ae). Cromer Church Wall – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Project feasibility studies are underway to find contractors that can complete the works to the listed wall.
- (af). Cabbell Park Clubhouse – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and feasibility options are ongoing with the tenants to determine the most appropriate way to deliver this project.
- (ag). Itteringham Shop Roof Renovation – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and feasibility options are ongoing with the tenants to determine the most appropriate way to deliver this project and ensure future longevity.
- (ah). Holt Country Park Septic Tank – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This project is going to be completed in tandem with the other Holt Country Park projects for cost-effective delivery.

- (ai). Public Conveniences Renovation, Holt Country Park – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed although some of the minor works have been completed. This project is going to be completed in tandem with the other Holt Country Park projects for cost-effective delivery.
- (aj). Holt Country Park Eco Learning Space – This report requests that the unspent capital budget shown in the above table is rolled forward. The main project construction has been completed; a small retention payment is still due in 2026/27. This project is funded using s106 contributions that can only be used to fund projects at the Country Park, if this project is cancelled the funding must be used for other works at the location.
- (ak). Holt Country Park Play Equipment – This report requests that the unspent capital budget shown in the above table is rolled forward. Project feasibility studies are currently underway as the project was approved mid-year. No works are yet contractually committed. This project is funded using s106 contributions that can only be used to fund projects at the Country Park, if this project is cancelled the funding must be used for other works at the location.
- (al). Compulsory Purchase of Long-Term Empty Properties – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is retained for the CPO of dangerous properties in emergency circumstances (such as where property owners may not be able to financially afford to repair and keep their properties).
- (am). Community Housing Fund – This report requests that the unspent capital budget shown in the above table is rolled forward. Some grants and contractually committed but are not paid to Housing Developers until they meet the grant terms and conditions (typically 50% delivery of promised housing). This project is to deliver grants to private housing developers to encourage the provision of affordable accommodation in the district.
- (an). Council Owned Temporary Accommodation – This report requests that the unspent capital budget shown in the above table is rolled forward. Some project works are contractually committed. This project is to purchase and make habitable residential properties for temporary accommodation to reduce homelessness across the district. This is anticipated to reduce the annual cost to the Council of providing temporary accommodation.
- (ao). Housing S106 Enabling – This report requests that the unspent capital budget shown in the above table is rolled forward. Some grants and contractually committed but are not paid to Housing Developers until they meet the grant terms and conditions (typically 50% delivery of promised housing. This project is to use s106 funding specifically allocated towards providing affordable accommodation in the areas set out in individual s106 agreements. The S106 funding must be used as outlined in these agreements or repaid.
- (ap). Rocket House – This report requests that the unspent capital budget shown in the above table is rolled forward as some project works are

contractually committed. The project works are ongoing to renovate and extend the lifetime of the property.

- (aq). Property Acquisitions – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. This budget is retained for the CPO of major properties in emergency circumstances (such as where property owners may not be able to financially afford to repair and keep their properties).
- (ar). Chalet Refurbishment – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but feasibility and design studies have been completed and are under review. This project is to renovate Council owned chalets in the district.
- (as). Marrams Building Renovation – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Discussions and construction options are ongoing to determine the most appropriate way to deliver this project and ensure future longevity.
- (at). Car Parks Refurbishment – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but delays were incurred where other Council projects have taken a higher priority. This project is to resurface Council owned car parks as planned.
- (au). Marrams Footpath and Lighting – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Stages of lighting column movements and path resurfacing have been completed in the most urgent areas. The remaining budget is planned to be used in 2026/27 to resurface the less urgent areas of the walkway.
- (av). Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalets) – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. All major works have been completed, but there are some minor works still to be completed.
- (aw). UK Shared Prosperity Fund – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The schemes grant awarding body (MHCLG) have allowed a further six months into 2026/27 for the projects to be completed instead of re-paying unused grant funding.
- (ax). Rural England Prosperity Fund – This report requests that the unspent capital budget shown in the above table is rolled forward as project works are contractually committed. The schemes grant awarding body (MHCLG) have allowed a further six months into 2026/27 for the projects to be completed instead of re-paying unused grant funding.
- (ay). West Prom Sheringham, Lighting & Cliff Railings – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. There are still

further rail replacements works which could be completed using the remaining budget.

- (az). Sunken Gardens Improvements, Marrams, Cromer – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed but initial feasibility and design studies have been undertaken. The project works are anticipated to be completed in 2026 once final design plans have been agreed.
- (aaa). Weybourne Car Park Improvements – This report requests that the unspent capital budget shown in the above table is rolled forward. No project works are contractually committed. Initial costs have been paid to Norfolk County Council Highways and project progress must wait for their approval. The remaining budget is to then pay for the surfacing/renovation works to the car park once approval is received.
- (aab). Fakenham Connect Roof and Fire Doors – This report highlights that some minor project expenditure has been incurred in 2025/26 out of the 2026/27 approved budget. This was to start time-dependant works (planning/legal fees etc.) That must be achieved before any works can start. On this basis it was deemed financially appropriate to incur the expenditure at an earlier date. No project works were contractually committed in 2025/26.
- (aac). North Lodge Car Park – This report highlights that some minor project expenditure has been incurred in 2025/26 out of the 2026/27 approved budget. This was to start time-dependant works (planning/legal fees etc.) That must be achieved before any works can start. On this basis it was deemed financially appropriate to incur the expenditure at an earlier date. No project works were contractually committed in 2025/26.
- (aad). Drs Steps, Cromer – This report highlights that some minor project expenditure has been incurred in 2025/26 out of the 2026/27 approved budget. This was to start time-dependant works (planning/legal fees etc.) That must be achieved before any works can start. On this basis it was deemed financially appropriate to incur the expenditure at an earlier date. No project works were contractually committed in 2025/26.
- (aae). User IT Hardware Refresh – This report requests that the unspent capital budget shown in the above table is rolled forward. Some expenditure has not yet been contractually committed but is still planned for early 2026/27. Shipping of new hardware equipment was held back in 2025/26 to match the warranties of existing equipment. Purchasing in early 2026/27 allows for better cost-effectiveness in the long run, as opposed to buying equipment soon and warranty periods overlap between old and new equipment (loss of asset useful life overall).
- (aaf). Property Services Asset Management Database – This report requests that the unspent capital budget shown in the above table is rolled forward. Project works are contractually committed, and the contract has been awarded to a new provider following successful procurement. The software is now being implemented by contractors and officers, with remaining budget to fund any additional contractor costs required. The project works are anticipated to be completed in 2026/27.

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

5.11 There are schemes where additional budget requests have been made to and allocated by the Council's s151 Officer/Deputy s151 to fund projects in emergencies using the Council's reserves. These Officers cannot authorise any other form of additional funding without Full Council approval.

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

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

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

(aai). Property Services Electric Vehicles (lease) – The lease for the existing electric property services van comes to term in June 2026. The Deputy s151 Officer has approved the addition of £26,834 into the Capital Programme for 2026/27 and future years to finance a replacement electric vehicle. A new electric vehicle lease will prevent any adverse effect on the Council's Net Zero target from replacing the van with a non-electric fuel type. This approval has been made from the Asset Management Reserve outside of Full Council to gain budget so that a new lease agreement can be made with a start date that matches the end date of the prior vehicle. This is to prevent an adverse impact on service delivery.

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

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

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

(aaj). The Fakenham Play Area is a new capital project request. This project is to use an available £188,539 s106 contribution which can only be used to provide play equipment in the Town of Fakenham under its agreement. This report requests that Full Council approves for this scheme to be added into the 2026/27 capital programme and has been included in Appendix E.

6 Capital Programme 2025/26 Update

- 6.1 Appendix E shows the capital programme for the period 2026/27 to 2031/32 as it currently stands. The capital programme has been updated to reflect schemes closure and budget slippage identified within this report. It also includes schemes which have already received formal approval by Full Council or the s151/Deputy s151 Officers.

7. Medium Term Financial Strategy

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

8. Proposals and Options

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

9. Corporate Priorities

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

10. Financial and Resource Implications

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

11. Legal Implications

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

12. Risks

- 12.1 Financial risks are identified within the report content.

13. Net ZeroTarget

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

14. Equality, Diversity & Inclusion

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

15. Community Safety issues

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

16. Conclusion and Recommendations

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

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

- b) The transfers to and from reserves as detailed within the report (and Appendix C) along with the corresponding updates to the 2026/27 budget;
- c) The surplus of £0.354m be transferred to the General reserve to fund future funding shortfalls;
- d) The balance on the General Reserve of £4.267m (please note this does not include the transfer of £0.354m recommended above).
- e) The financing of the 2025/26 capital programme as detailed within the report and at Appendix D;
- f) The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E;
- g) Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7.
- h) Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10.
- i) To note the addition of £26,834 towards Property Services Electric Vehicles, to be funded by the Asset Management Reserve over a four-year lease period. This budget has been approved by the Deputy s151 Officer under constitutional powers.
- j) To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from capital s106 Contributions in 2026/27.
- k) To approve the addition of £100k to the Community Housing Fund (Grants to Housing Providers) project, to be funded by Capital Receipts following a repaid grant in 2025/26.
- l) To approve the updated Cromer Coast Protection Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been awarded to the Mundesley Coastal Defences project only. This leaves the 2025/26 budget as £1,037,656. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.
- m) To approve the updated Mundesley Coastal Management Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been award to the Mundesley Coastal Management Scheme project only. This leaves the 2025/26 budget as £998,217. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.

S151 Officer

The draft outturn position as presented in this report shows that there is a surplus for the year of £0.354m for the year driven by lower interest payable and higher interest payable which arose the slippage of the capital program in year. This financial strong performance is not sustainable with the new burdens placed upon the Council, hence future years' position will need to be closely managed and monitored to ensure that the Council can remain financially sustainable.

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

Monitoring Officer

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

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General Fund Summary Outturn 2025/26

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

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Corporate Directorate

Corporate

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

Corporate Directorate
Legal and Governance

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

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

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Car Parking				
Premises	771,170	727,639	(43,531)	(£23,873) Utilities and Business Rates, (£15,643) Repairs and Maintenance, (£5,194) Rent/Hire Purchase of Land (Income Shares Payable).
Supplies and Services	362,425	417,943	55,518	See Note A Below:
Capital Financing	55,829	68,135	12,306	REFCUS.
Income	(3,851,874)	(3,817,999)	33,875	See Note B Below:
Internal Income	(10,000)	(7,985)	2,015	Lower markets income.
	(2,672,450)	(2,612,268)	60,182	
Note A: £37,165 Management Fee, mainly in relation to Kings Lynn contract and new EVCP contract, £12,353 Tickets & Receipts (New time clocks for Season Tickets). £6,294 Postage costs for new season tickets.				
Note B: (£288,684) Car Parking Credit Card, (£82,149) Car Parking App, (£46,208) PCN Income, (£26,830) Other Contributions and (£6,258) EVCP Income. £461,573 Car Parking Cash, £7,813 Season Ticket Income and £14,809 Rental Income.				
Industrial Estates				
Premises	34,914	50,518	15,604	£7,403 Utilities and Business Rates. £6,173 Repairs and Maintenance, £2,028 Rent/Hire of Buildings.
Supplies and Services	0	(509)	(509)	No Major Variances.
Capital Financing	24,189	24,192	3	No Major Variances.
Income	(236,353)	(200,729)	35,624	£23,210 Service Charge and Other Recoverable Income. £12,414 Rental Income due to vacant units and lease renewals taking longer than anticipated.
	(177,250)	(126,529)	50,721	
Surveyors and Church Yards				
Premises	6,500	4,441	(2,059)	Repairs and Maintenance.
Capital Financing Costs	0	4,955	4,955	REFCUS.
Income	(50)	(50)	0	No Major Variances.
	6,450	9,346	2,896	
Revenue Services				
Employee	1,014,776	969,026	(45,750)	(£21,441) Apprentice post vacant until mid February, (£18,184) Two Revenue Officer posts replaced with Apprentices and (£6,762) National Insurance.
IAS 19 Pension Adj	0	(76,467)	(76,467)	Pension Fund Adjustment.
Transport	1,844	3,611	1,767	Transport costs.
Supplies and Services	183,173	155,653	(27,520)	See Note A Below:
Capital Financing	0	101	101	No Major Variances.
Income	(454,130)	(455,463)	(1,333)	See Note B Below:
	745,663	596,461	(149,202)	
Note A: (£34,280) Reserve funded computer hardware purchases that are delayed and due to start next financial year. (£17,036) Other Professional Fees. £25,477 Bad Debt Provision.				
Note B: Council Tax: £11,225 Discounts funded by General Fund. (£176,982) Costs Awarded. £10,607 Care Leavers Council Tax Exemption. Business Rates: (£8,749) Costs Awarded. (£266,337) Cost of Collection Allowance.				
Benefits Subsidy				
Supplies and services	0	102,701	102,701	£132,885 Housing Support Fund (HSF) payments and grant payments. £8,423 Bad Debts written off. (£38,607) Provision for bad and doubtful debts.
Transfer Payments	20,021,089	16,156,539	(3,864,550)	Housing Benefit and Discretionary Housing payments offset by Benefit Subsidy.
Income	(20,021,089)	(15,645,321)	4,375,768	See Note A Below:
	0	613,920	613,920	
Note A: Both the Housing Benefit payment and subsidy budgets were established based higher payment volumes. £3,864,550. Irrecoverable or subsidy claimed at reduced rates £1,002,057, of which £734,000 relates to temporary accommodation. (£99,334) HSF grant. (£380,687) Movement in overpayment debtor provisions and recovered overpayment cash.				

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

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Non Distributed Costs				
Employee	0	111,324	111,324	Pension Strain on restructured posts & IAS 19 Adjustments
	0	111,324	111,324	
ICT - Support Services				
Employee	1,110,382	1,076,124	(34,258)	(£38,469) Employee costs due to structure changes, and reduction in hours, offset by small overspend in training.
IAS 19 Pension Adj	0	(83,439)	(83,439)	Pension Fund Adjustment.
Transport	800	258	(542)	No Major Variances.
Supplies and Services	1,021,634	912,520	(109,114)	See Note A Below:
Capital Financing	206,587	206,592	5	No Major Variances.
Income	0	(317)	(317)	No Major Variances.
	2,339,403	2,111,738	(227,665)	
Note A: (£33,619) Other Professional Fees, lower costs in relation to external Web Developer. (£75,813) Computer Costs, due to software historically being purchased for multiple years, therefore reduced charge in 25/26.				
Poppyfields				
Premises	3,425	2,423	(1,002)	No Major Variances.
Supplies and Services	20,100	15,132	(4,968)	Equipment Purchases.
	23,525	17,555	(5,970)	
Property Services				
Employee	597,381	613,496	16,115	Back pay and overtime.
IAS 19 Pension Adj	0	(48,811)	(48,811)	Pension Fund Adjustment.
Premises	2,040	7,077	5,037	Corporate unbudgeted R&M costs.
Transport	29,850	31,698	1,848	No Major Variances.
Supplies and Services	20,261	20,845	584	No Major Variances.
Capital Financing	16,354	16,356	2	No Major Variances.
Income	0	(1,146)	(1,146)	No Major Variances.
	665,886	639,515	(26,371)	
Estates				
Employee	250,040	153,186	(96,854)	Employee vacancies, partially offset by ESPO Contract for Consultancy under Supplies and Services.
IAS 19 Pension Adj	0	(10,677)	(10,677)	Pension Fund Adjustment.
Premises	5,840	6,346	506	No Major Variances.
Transport	4,000	1,033	(2,967)	Travelling costs reduced due to uptake in use of Electric Vehicles.
Supplies and Services	25,600	49,438	23,838	£14,412 Consultancy Fees (ESPO Contract) and £9,965 Other Professional Fees (Asset Valuations),
Capital Salaries	(1,800)	(270)	1,530	Reduction in employee time charged to capital projects.
Income	(2,780)	(9,349)	(6,569)	(£4,030) Admin Fee Income and (£2,539) Shared Equity Property Income.
	280,900	189,706	(91,194)	
Admin Buildings				
Premises	561,232	568,584	7,352	£80,291 Repairs and Maintenance offset by (£73,039) Utilities and Business Rates.
Transport	0	7	7	No Major Variances.
Supplies and Services	35,764	24,155	(11,609)	Health and Safety.
Transfer Payments	149,849	221,077	71,228	£62,513 NNDC Share of Cromer Service Charge Costs and £8,715 NNDC Share of Fakenham Service Charge Costs.
Capital Financing	30,487	30,492	5	No Major Variances.
Income	(467,356)	(473,959)	(6,603)	See Note A Below:
	309,976	370,356	60,380	

Note A: £69,142 Decrease in External service charge and Insurance Recovery income. (£4,518) Rental and EVCP Income. (71,228) Increase in NNDC share of service charge income, this is due to the prior year 446s being re-adjusted.

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

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Corporate Finance				
Employee	581,559	565,614	(15,945)	Vacant Chief Technical Accountant.
IAS 19 Pension Adj		(39,693)	(39,693)	Pension Fund Adjustment.
Transport	1,044	349	(695)	No Major Variances.
Supplies and Services	32,008	99,363	67,355	£60,331 Agency Fees and £6,894 Subscriptions.
Capital Financing	13,631	13,632	1	No Major Variances.
	628,242	639,265	11,023	
Insurance & Risk Management				
Employee	58,150	57,377	(773)	No Major Variances.
Transport	11,670	12,550	880	No Major Variances.
Supplies and Services	154,010	148,234	(5,776)	All Risks Insurance and Public Liability.
Income	0	(33)	(33)	No Major Variances.
	223,830	218,127	(5,703)	
Internal Audit				
Supplies and Services	90,846	78,147	(12,699)	Audit Fees.
	90,846	78,147	(12,699)	
Playgrounds				
Premises	31,450	30,865	(585)	No Major Variances.
Supplies and Services	63,237	72,386	9,149	£11,400 Playground Repairs offset by (£2,252) Other Professional Fees.
	94,687	103,251	8,564	
Chalets/Beach Huts				
Premises	37,158	22,670	(14,488)	(£8,409) Business Rates and (£6,049) Repairs and Maintenance.
Supplies and Services	20,200	23,294	3,094	£7,670 Other Professional Fees offset by (£3,000) Equipment Purchases.
Capital Financing	4,530	4,536	6	No Major Variances.
Income	(332,000)	(292,809)	39,191	Income below budget due to the transition of the weekly let units to leases, this commenced in June following the end of the winter block booking.
	(270,112)	(242,309)	27,803	
Amenity Lighting				
Premises	43,221	41,390	(1,831)	£3,317 Repairs and Maintenance offset by (£5,148) Electricity.
	43,221	41,390	(1,831)	
Community Centres				
Premises	11,280	7,701	(3,579)	Repairs and Maintenance.
Capital Financing	1,460	1,464	4	No Major Variances.
Income	0	1,070	1,070	Re-imbusement to tenant for overpayment of Insurance Premium.
	12,740	10,235	(2,505)	
Cromer Pier				
Premises	155,590	182,247	26,657	Repairs and Maintenance.
Supplies and Services	21,000	(16,909)	(37,909)	(£31,195) Historical PO closed down in 2025/26. £12,160 Inspection Fees. (£20,000) To be transferred to reserve for future survey.
Capital Financing	72,849	72,852	3	No Major Variances.
Income	0	(108)	(108)	Pier donation income.
	249,439	238,082	(11,357)	
Public Conveniences				
Premises	775,800	717,600	(58,200)	(£23,801) Repairs and Maintenance. (£34,399) Utilities and Business Rates.
Supplies and Services	41,100	19,899	(21,201)	Health and Safety.
Transfer Payments	17,224	23,962	6,738	Increased Internal Recharge to Rocket House.
Capital Financing	139,989	139,992	3	No Major Variances.
Income	0	(1,649)	(1,649)	Vandalism reimbursement.
	974,113	899,864	(74,309)	

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

	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Investment Properties				
Premises	217,342	197,772	(19,570)	(£13,878) Repairs and Maintenance. (£5,692) Utilities and Business Rates.
Supplies and Services	2,079	3,143	1,064	No Major Variances.
Capital Financing	111,696	111,696	0	No Major Variances.
Income	(221,927)	(209,059)	12,868	Reduction in rental income.
	109,190	103,552	(5,638)	
Central Costs				
Employee	35,500	53,814	18,314	£14,556 National Insurance - Apprenticeship Levy. £3,758 Subs to Professional Bodies.
Supplies and Services	15,500	8,085	(7,415)	Other Professional Fees.
	51,000	61,899	10,899	
Corporate & Democratic Core				
Employee	437	251	(186)	No Major Variances.
Transport	100	0	(100)	No Major Variances.
Supplies and Services	491,415	1,006,967	515,552	See Note A Below:
Transfer Payments	0	1,500	1,500	Interest Costs.
Income	0	(89,960)	(89,960)	MHCLG Audit Grant Income. Redmond Review Grant.
	491,952	918,759	426,807	
Note A: (£142,848) Audit Fee, (£12,000) Other Professional Fees. £5,065 Treasury Brokerage Fees and Bank Charges. £22,777 Subscriptions and Licences. £660,980 Contributions made up of: £549,934 Enterprize Zone, £50,000 Fuel Poverty, and £62,000 Local Government Reorganisation.				
AD Finance, Assets and Revenues				
Employee	94,103	87,035	(7,068)	£4,320 Employee Costs. (£11,392) Training and Management Development.
IAS 19 Pension Adj		(6,516)	(6,516)	Pension Fund Adjustment.
Transport	1,219	1,874	655	No Major Variances.
Supplies and Services	160	1,216	1,056	No Major Variances.
	95,482	83,608	(11,874)	
Total Finance Assets and Revenues	4,316,733	5,074,935	758,202	

General Fund Outturn 2025/26
Resources Directorate
Sustainable Growth

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

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

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Internal Drainage Board Levies				
Premises	576,672	576,672	0	No Major Variances.
Supplies and Services		155	155	No Major Variances.
Income	0	(49,000)	(49,000)	IDB Grant from Central Government.
	576,672	527,827	(48,845)	
Travellers				
Premises	6,959	10,956	3,997	Higher water charges.
Supplies and Services	57,700	62,387	4,687	Cost of portable toilets.
Capital Financing	6,104	6,108	4	No Major Variances.
Income	(1,000)	(1,602)	(602)	No Major Variances.
	69,763	77,849	8,086	
Public Protection				
Employee	624,367	589,044	(35,323)	(£42,614) Employee costs due to vacant posts for part of the financial year, offset by costs for fixed term staffing. £4,365 Higher training costs; £3,267 Relocation and new appointment advertising.
IAS 19 Pension Adj	0	(45,564)	(45,564)	Pension Fund adjustments.
Transport	13,994	10,376	(3,618)	Lower travelling allowance and lump sum payments.
Supplies and Services	46,660	114,094	67,434	See Note A below:
Income	(255,358)	(281,374)	(26,016)	See Note B below:
	429,663	386,576	(43,087)	
Note A: £25,796 Agency staff - to provide additional resourcing whilst in process of recruitment. £39,931 Professional fees - this variance relates predominantly to Operation Storm (an enforcement case).				
Note B: (£3,308) New Burdens grant funding. £3,347 Lower misc. fee income. £7,729 Lower Taxi Licensing fee income - reduction in the number of Driver licences. (£33,784) Higher Premises licences - collection of arrears.				
Street Signage				
Supplies and Services	10,000	7,373	(2,627)	No Major variances.
	10,000	7,373	(2,627)	
Environmental Protection				
Employee	606,094	607,012	918	No Major Variances.
IAS 19 Pension Adj	0	(48,054)	(48,054)	Pension Fund adjustments.
Premises	0	4,723	4,723	Out of hours callout fees for dangerous structures.
Transport	22,040	20,565	(1,475)	No Major variances.
Supplies and Services	75,720	82,386	6,666	£5,259 Agency staff; £6,148 Subscriptions. Offset by miscellaneous minor underspends.
Capital Financing	37,620	37,632	12	No Major variances.
Income	(41,500)	(40,037)	1,463	No Major variances.
	699,974	664,228	(35,746)	
Environmental Contracts				
Employee	386,041	371,600	(14,441)	Employee savings relating to a vacant post.
IAS 19 Pension Adj		(30,260)	(30,260)	Pension Fund adjustments.
Premises	0	269	269	No Major variances.
Transport	12,444	9,412	(3,032)	No Major variances.
Supplies and Services	1,275	2,839	1,564	No Major variances.
	399,760	353,859	(45,901)	
Markets				
Employee	5,458	7,075	1,617	No Major variances.
IAS 19 Pension Adj	0	(502)	(502)	Pension Fund adjustments.
Premises	22,138	19,978	(2,160)	No Major variances.
Transport	0	87	87	No Major variances.
Supplies and Services	4,150	2,360	(1,790)	No Major variances.
Income	(40,000)	(31,940)	8,060	Lower income from market traders.
	(8,254)	(2,941)	5,313	

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

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

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

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

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

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

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

Cleansing

Supplies and Services	1,099,500	1,050,863	(48,637)	Lower Serco contractor costs.
Income	(90,400)	(89,589)	811	No Major Variances.
	1,009,100	961,275	(47,825)	

Leisure

Employee	179,456	167,489	(11,967)	Vacant post.
IAS 19 Pension Adj	0	(14,719)	(14,719)	Pension Fund adjustments.
Transport	5,332	3,085	(2,248)	Higher travelling allowances.
Supplies and Services	27,550	27,764	214	No Major Variances.
Income	0	(2,071)	(2,071)	Capital salaries.
	212,338	181,547	(30,791)	

Community Safety

Employee	8,886	8,063	(823)	No Major Variances.
IAS 19 Pension Adj	0	(620)	(620)	Pension Fund adjustments.
Transport	500	0	(500)	No Major Variances.
Supplies and Services	5,000	5,000	0	No Major Variances.
	14,386	12,443	(1,943)	

Civil Contingencies

Employee	89,173	91,187	2,014	No Major Variances.
IAS 19 Pension Adj	0	(7,393)	(7,393)	Pension Fund adjustments.
Transport	944	1,205	261	No Major Variances.
Supplies and Services	5,690	4,394	(1,296)	No Major Variances.
	95,807	89,393	(6,414)	

Ad Environmental & Leisure Svs

Employee	99,402	98,615	(787)	No Major Variances.
IAS 19 Pension Adj	0	(8,009)	(8,009)	Pension Fund adjustments.
Transport	1,744	2,678	934	No Major Variances.
Supplies and Services	100	523	423	No Major Variances.
	101,246	93,807	(7,439)	
	7,175,785	6,847,072	(328,713)	

General Fund Outturn 2025/26
Service Delivery Directorate
People Services

Subjective Description	Updated Budget 2025/26	Outturn 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Benefits Administration				
Employee	1,084,665	1,036,208	(48,457)	Vacant posts and secondments.
IAS 19 Pension Adj	0	(78,996)	(78,996)	Pension Fund Adjustments.
Transport	5,087	4,199	(888)	No Major Variances.
Supplies and Services	58,175	13,968	(44,207)	(£37,011) Bad debt provision. (£10,268) Computer software purchases. £5,820 Hybrid mailing. The balance consists of misc. minor underspends.
Capital Financing Income	31,700 (272,366)	31,704 (295,506)	4 (23,140)	No Major Variances. (£14,038) New Burdens Funding. (£9,102) Benefit Admin Subsidy.
	907,261	711,578	(195,683)	
Homelessness				
Premises	130,594	105,786	(24,808)	(£19,811) Lower R&M costs. (£4,181) Lower running/utility costs - now the responsibility of tenants.
Transport	0	678	678	No Major Variances.
Supplies and Services	1,086,970	1,074,818	(12,152)	See Note A below:
Capital Financing Income	83,963 (1,984,645)	83,964 (2,139,064)	1 (154,419)	No Major Variances. Additional grant income. (£124,010) Higher rent collections and service charges for temporary accommodation.
	(683,118)	(873,817)	(190,699)	
Note A: £12,327 Higher B&B charges offset by subsidy and client contributions. (£16,518) Saving on computer software licensing costs. (£3,936) Lower Contributions and Rent Deposit Scheme payments. (£4,054) Bad debts provision.				
Housing Options				
Employee	830,188	823,361	(6,827)	(£3,437) Reduced training costs. The balance relates to minor variances for salary and oncosts.
IAS 19 Pension Adj	0	(64,729)	(64,729)	Pension Fund Adjustments.
Transport	5,000	7,363	2,363	No Major Variances.
Supplies and Services	4,144	4,731	587	No Major Variances.
Income	(19,871)	(23,276)	(3,405)	Higher grant income from NCC relating to the Sanctuary Scheme.
	819,461	747,450	(72,011)	
Community				
Employee	1,015,618	977,068	(38,550)	Saving in salaries offset by capitalized salaries.
IAS 19 Pension Adj		(56,636)	(56,636)	Pension Fund Adjustments.
Premises		779	779	No Major Variances.
Transport	16,865	18,520	1,655	No Major Variances.
Supplies and Services	169,723	131,666	(38,057)	(£9,218) Lower grant payments. (£28,787) Professional fees.
Capital Financing	0	(102,479)	(102,479)	REFCUS.
Capital Salaries	(396,488)	(356,976)	39,512	Higher costs met by saving in salaries.
Income - Capital Salaries	(229,558)	(229,320)	238	No Major Variances.
	576,160	382,622	(193,538)	
Ad People Services				
Employee	79,607	80,742	1,135	No Major Variances.
IAS 19 Pension Adj		(6,519)	(6,519)	Pension Fund Adjustments.
Transport	1,194	845	(349)	No Major Variances.
Supplies and Services	100	0	(100)	No Major Variances.
	80,901	75,069	(5,832)	
Total People Services	1,700,665	1,042,901	(657,764)	

General Fund Outturn 2025/26
Service Delivery Directorate
Planning

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

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Reserves Statement Outturn 2025/26

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

Reserves Statement Outturn 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/25	Transfers in 2025/26	Transfers Out 2025/26	Outturn movement 2025/26	Outturn Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29	Budgeted Movement 2029/30	Balance 01/04/30
		£	£	£	£	£	£	£	£	£	£	£	£	£
Grants	Revenue Grants received and due to timing issues not used in the year.	2,719,520	0	(208,505)	(208,505)	2,511,016	(83,854)	2,427,162	(19,720)	2,407,442	(20,020)	2,387,422	0	2,387,422
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	1,551,341	36,664	(176,434)	(139,770)	1,411,571	(219,959)	1,191,612	(59,513)	1,132,099	0	1,132,099	0	1,132,099
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	593,019	103,730	0	103,730	696,749	0	696,749	0	696,749	0	696,749	0	696,749
Land Charges	To mitigate the impact of potential income reductions.	250,052	68,286	0	68,286	318,338	0	318,338	0	318,338	0	318,338	0	318,338
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	52,914	0	0	0	52,914	0	52,914	0	52,914	0	52,914	0	52,914
Local Government Reorganisation	To provide for costs associated with the implementation of Local Government Reorganisation.	0	0	0	0	0	750,000	750,000	0	750,000	0	750,000	0	750,000
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	456,327	0	(4,955)	(4,955)	451,372	0	451,372	0	451,372	0	451,372	0	451,372
Net Zero Initiatives	to support the Councils Net Zero programme	384,037	0	(32,752)	(32,752)	351,285	(300,000)	51,285	0	51,285	0	51,285	0	51,285
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	118,315	0	(25,986)	(25,986)	92,329	0	92,329	0	92,329	0	92,329	0	92,329
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	98,881	0	0	0	98,881	0	98,881	0	98,881	0	98,881	0	98,881
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	0	0	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	278,433	50,000	0	50,000	328,433	12,000	340,433	50,000	390,433	50,000	440,433	50,000	490,433
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	699,748	108,287	(97,532)	10,755	710,503	0	710,503	0	710,503	0	710,503	0	710,503
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	515,337	(400,000)	115,337	115,337	285,000	400,337	400,000	800,337	400,000	1,200,337	400,000	1,600,337
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	0	0	300,000	0	300,000	0	300,000	0	300,000	0	300,000
Total Reserves		16,502,000	2,773,304	(1,310,512)	1,462,792	17,964,792	766,463	18,731,255	352,767	19,084,022	411,980	19,496,002	450,000	19,946,002

Capital Programme Outturn 2025-26

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

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

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

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

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

Capital Programme - Budget Monitoring 2026/27

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

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget	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
	£	£	£	£	£	£	£	£	£	£
Developing Our Communities										
Public Conveniences - Albert Street, Holt	370,000	352,318	17,682	0	17,682	0	0	0	0	0
Cromer Pier Substructure Works	5,054,000	1,270,511	583,489	0	583,489	1,030,000	2,170,000	0	0	0
North Walsham 3G Facility	860,000	12,432	847,568	0	847,568	0	0	0	0	0
Cromer 3G Football Facility	717,673	707,673	10,000	0	10,000	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,705,493	155,507	0	155,507	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	11,630,000	3,418,423	8,211,577	0	8,211,577	0	0	0	0	0
Cromer Church Wall	50,000	4,955	45,045	0	45,045	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
Itteringham Shop Roof Renovation	50,000	0	50,000	0	50,000	0	0	0	0	0
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0
Public Conveniences Renovation, Holt Country Park	50,000	6,505	43,495	0	43,495	0	0	0	0	0
Holt Country Park Eco Learning Space	140,000	134,866	5,134	0	5,134	0	0	0	0	0
Holt Country Park Play Equipment	85,000	0	85,000	0	85,000	0	0	0	0	0
Play Area Equipment	120,000	0	120,000	0	120,000	0	0	0	0	0
Cromer Pier Fire Service, Dry Riser	100,000	0	100,000	0	100,000	0	0	0	0	0
Melbourne Slope, Cromer Public Realm & Shelter	30,000	0	30,000	0	30,000	0	0	0	0	0
Newgate Lane, Wells, Public Conveniences	40,000	0	40,000	0	40,000	0	0	0	0	0
Fakenham Play Area	188,539	0	188,539	0	188,539	0	0	0	0	0
			10,850,258	0	10,850,258	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	0	1,680,858	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	2,634,373	1,945,212	689,161	0	689,161	0	0	0	0	0
Council Owned Temporary Accommodation	11,586,584	5,760,612	2,825,972	0	2,825,972	1,000,000	1,000,000	1,000,000	0	0
Housing S106 Enabling	2,500,000	1,511,000	989,000	0	989,000	0	0	0	0	0
			6,568,826	0	6,568,826	2,600,000	2,600,000	2,600,000	1,600,000	1,600,000

Capital Programme - Budget Monitoring 2026/27

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

Capital Programme - Budget Monitoring 2026/27

Scheme	Scheme Total Approval	Pre 2026/27 Expenditure	Updated Budget	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	0	87,088	0	0	0	0	0
Property Services Asset Management Database	30,000	13,800	16,200	0	16,200	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	29,304	10,696	0	10,696	0	0	0	0	0
Reprographics Guillotine	15,000	0	15,000	0	15,000	0	0	0	0	0
			128,984	0	128,984	0	0	0	0	0
Totals			39,794,454	0	39,794,454	3,935,458	4,775,458	2,605,458	1,600,910	1,600,000

2025/26 Capital Programme Financing Table	Budget 2026/27	Actual Expenditure 2026/27	Remaining Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	Budget 2031/32
Grants	26,760,726	0	26,760,726	2,600,000	2,600,000	2,600,000	1,600,000	1,600,000
Other Contributions	1,815,673	0	1,815,673	0	0	0	0	0
Reserves	1,411,653	0	1,411,653	5,458	5,458	5,458	910	0
Revenue Contribution to Capital (RCCO)	5,000	0	5,000	0	0	0	0	0
Capital Receipts	2,258,851	0	2,258,851	300,000	0	0	0	0
Borrowing	7,542,551	0	7,542,551	1,030,000	2,170,000	0	0	0
Total	39,794,454	0	39,794,454	3,935,458	4,775,458	2,605,458	1,600,910	1,600,000

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Agenda Item 9

Debt Recovery 2025-26	
Executive Summary	This is an annual report detailing the council's collection performance and debt management arrangements for 2025/26. It includes: <ul style="list-style-type: none"> ▪ A summary of debts written off in each debt area showing the reasons for write-off and values. ▪ Collection performance for Council Tax and Non-Domestic Rates. ▪ Level of arrears outstanding ▪ Level of provision for bad and doubtful debts
Options considered.	To leave the write-off limits as they currently are or to increase these to a higher figure.
Consultation(s)	We are pleased to reach this year's collection performance for council tax & Non-Domestic (Business) Rates whilst also working hard to reduce avoidance and fraud which with the cost-of-living crisis, second home premiums introduced and changes to Retail, Hospitality and Leisure relief to businesses has been a more difficult time to for enforcement.
Recommendations	That Cabinet recommend to full Council that it: <ol style="list-style-type: none"> 1. approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection. 2. approves the continued delegated authority as shown in appendix 2 for write offs.
Reasons for recommendations	The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.
Background papers	Corporate Debt Management and Recovery Policy - Appendix 1; Debt Write Off Policy - Appendix 2 and Recovery Methods including Enforcement Agent Code of Practice and Enforcement Agent Instructions - Appendix 3.

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

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

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

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

1. Purpose of the report

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

The report includes a:

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

2. Introduction & Background

Introduction

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

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

Background

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

3. Proposals and Options

Performance

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

Table 1

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

Table 2

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

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

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

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

Table 3

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

Figures previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments shown above from 2019/20 onwards are not treated as a corporate debt as they

have not been invoiced. The value of these debts is recorded against the subsidy claim and will be reported separately.

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

Table 4

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

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

Table 5

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

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

five and ten years, a reduction in the second homes discounts and those properties undergoing structural repair and alteration. These changes affected the level of council tax to be collected and the ability of some residents to pay. The target for council tax collection continues to be challenging given the above.

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

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

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

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

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

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

The 100% NDR Expanded Discount Scheme was reduced further from 1 July 2021 to 66% and from 1 April 2022 it changed to Retail, Hospitality and Leisure relief with a 50% discount. On 1 April 2023 this relief changed to 75%, from 1 April 2025 it was reduced to 40% and then ended from 1 April 2026.

3.1 Write-Offs

The table below shows in summary the amounts of debts that have been written off over the last four years.

Table 6

Income Area	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)
Council Tax	159,939	113,208	229,725	129,163
NNDR	49,224	25,031	90,488	100,411
Sundry Income only	35,077	50,707	55,271	21,014

The table below details the category of debts that have been written off over the year 2025/26 (includes costs) for all years.

Table 7

Category	Council Tax (£)	NNDR (£)	Sundry Income (£)
Unable or Uneconomic to collect / bailiff unable to collect	-667.73	1.92	Information on category not held on the finance system.
Debtor deceased	18,045.95		
Debtor absconded	37,573.22	855.31	
Debtor in bankruptcy, liquidation or other Insolvency proceedings	67,250.38	74,151.71	
Disputed Liability Debt cannot be proved (conflict of evidence)	5,151.26		
Ill health & no means			
Undue hardship	3.00	-31.60	
Debt remitted by the Court			
Irrecoverable	1,196.14	25,433.80	
Detained/Prison	618.28		
Other	-7.67		
Totals	129,162.83	100,411.14	

The level of Council Tax and Sundry Income debts written off has reduced since last year, whilst Non-Domestic (Business) Rates has increased. The Council Tax and Non-Domestic (Business) Rates debts that have been written off are principally debts from insolvency.

4. Corporate Priorities

This report is linked to the Corporate Plan under A Strong, Responsible and Accountable Council.

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

We aim to provide effective and efficient delivery of the Revenues Service. Managing our finances to ensure best value for money, continuing a service improvement programme to ensure our services are delivered efficiently, providing services that are value for money and meet the needs of our residents, ensuring that strong governance is at the heart of all we do, creating a culture that empowers and fosters an ambitious, motivated workforce and exploring opportunities to work further with stakeholders and partner organisations.

5. Financial and Resource Implications

There are no resource implications here.

Comments from the S151 Officer:

Collection of income is critical to the Council as the Budget is based on an assumed level of income that the Council will receive for the year. The collection rates achieved by the Revenues team are excellent and this is recognised.

The Council makes every effort to collect outstanding debts and it is only after all avenues for recovery have been exhausted will a debt be considered for write off.

6. Legal Implications

There are no legal implications here.

Comments from the Monitoring Officer

This report details the Council's main income streams and its performance relating to collection as well as our policy and practice in regard to write offs. There are no apparent specific governance or legal issues arising.

7. Risks

The Council is already required to make provision for bad and doubtful debts. The additional information gained from this report will help improve monitoring and our ability to consider the appropriateness of the provisions in a more accurate way.

8. Net Zero Target

This report does not raise any issues relating to the Net Zero target.

9. Equality, Diversity & Inclusion

The Debt Management & Recovery Policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide reasonable facilities and assistance for them to do so.

Before writing off debt, the Council will satisfy itself that all reasonable steps have been considered to collect it and that no further recovery action is possible or practicable. It will consider the age, size, and types of debt, together with any other factors that it feels are relevant to the individual case. All write-offs are dealt with in the same fair and consistent way in line with equality and diversity issues.

While you can be sent to prison for up to 3 months if the court decides you don't have a good reason to not pay your Council Tax and you refuse to do so it is not our Council's policy to take such action where there is an inability to pay and there is a range of support which the Council offers in order to avoid this.

10. Community Safety issues

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

11. Conclusion and Recommendations

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

The report includes a:

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

This is a recommendation to Full Council.

To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

To continue to approve the delegated authority as shown in appendix 2 for write offs.

CORPORATE DEBT MANAGEMENT AND RECOVERY POLICY

INTRODUCTION

Effective debt management is crucial to the success of any organisation. It is essential that this authority has clear policies and strategies to help prevent debt in the first instance and then manage the recovery of debt where prevention has failed. If the Council is to achieve its aim of first class resource management, then it must seek to recover all debts due and sustain collection rates. It also has a key role in the prevention of debt, and in providing advice and assistance to clients where there is genuine hardship.

This policy has therefore been designed to address these concerns. Its implementation aims to deliver measurable service improvement and adherence to recognised good practice. Members need to be confident that debt is being managed within the parameters set by this document.

The following policies have been prepared within this framework:

Debt Write -Off policy as shown in Appendix 2.

POLICY AIMS

The key aims of this policy are as follows:

- ◆ To identify debtors as early as possible, and consider fully the debtors circumstances and ability to pay, and so distinguish from the outset between the debtor who won't pay, and the debtor who genuinely can't pay.
- ◆ To work with the client to clear the debt as soon as possible. To ensure a professional, consistent and timely approach to recovery action across all of the Council's functions.
- ◆ To cost effectively pursue all debts owed to the Council, seeking to maintain and improve on the levels of income collected by the authority.
- ◆ To promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the Council. To actively work alongside approved advice agencies to seek early identification of clients who are failing to meet multiple debt liabilities.
- ◆ To only write debt off once all avenues have been exhausted for the recovery of debt. This is in accordance with the Council's write-off policy.
- ◆ To treat individuals consistently and fairly regardless of age, sex, gender, disability, ethnicity, race or sexual orientation, and to ensure that individual's rights under General Data Protection Regulations (GDPR) and Human Rights legislation are protected.

SUPPORTING THE COUNCIL'S CORPORATE PRIORITIES

This Policy supports the Council's drive towards continuous improvement whilst recognising equality and diversity issues. It is reflective of the values and standards adopted by this Council within the Corporate Plan and contribute towards the following priorities:

First Class Resource Management – To manage the Council's resources efficiently and effectively and to make sensible choices in setting priority led service budgets which do not burden council tax payers with unnecessary or unjustifiable costs.

Better Access to Council Services – To improve customer service through all access channels, and to move towards a fully integrated front office with multi-agency enquiry-handling capacity.

The Policy also supports the wider aim of improving service provision through partnership working by seeking to maximise the benefits of external debt advisory agencies.

DEBTS COVERED BY THIS POLICY

The main section involved in debt recovery is Finance.

The debts involved are primarily:

- Council Tax
- National Non Domestic Rates
- Sundry Income

The policy will apply to all sections of the Council and focus on collecting the charge set rather than how the charge is arrived at. Ability to pay is a paramount concern when considering debt recovery. For Council Tax a discretionary scheme (Council Tax Support) is provided on application, which is designed to offset the effects of low income on ability to pay.

Charging policy, statutory or discretionary will never completely remove the problems of people and families on low incomes. The approach to recovery must therefore be sensitive to individual circumstances and take into account multiple debts owed to ensure that arrangements are manageable. The primary aim remains the recovery of debt and improved data sharing will support this aim.

THE LEGAL AND POLICY FRAMEWORK FOR RECOVERY

The Council has a legal duty to ensure cost-effective billing, collection and recovery of all sums due to the Council. This policy is in addition to existing legislation and will provide a framework for procedures to be developed and improved.

This debt recovery policy is concerned primarily with the recovery of debts prior to legal action being taken, but the principles should still be applied wherever appropriate even if litigation has commenced.

Local Taxation

Council Tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments.

National Non-Domestic Rates recovery procedures are laid down by statute in The Local Government Finance Act 1988 and subsequent regulations and amendments.

Methods of recovery for council tax and Non-Domestic (Business) Rates debts are outlined in Appendix 3.

The Council appoints Enforcement Agents to recover local taxation arrears in accordance with an enforcement protocol. Changes to legislation came in from April 2014 under The Taking Control of Goods (Fees) Regulations 2014 nationally standardising fees and charges and an enforcement protocol for bailiffs. Since this date, bailiffs became known as Enforcement Agents. The changes to the legislation are to ensure that the rates and charges added by the Enforcement Agents are transparent and nationally set making it easier for debtors to understand the consequences of non-compliance and the powers available to Enforcement Agents. The Enforcement Agent Code of Practice & Enforcement Agent Instructions with the statutory fees recoverable is shown in Appendix 3.

Miscellaneous Income

Sundry Debt arrears are collected within a well-established framework, but written guidelines are required. On certain debts, interest may be charged for late payment. The debtor will be made aware of any additional costs in advance so that they have the opportunity to avoid this wherever possible. Customers will also be made aware of legal fees and costs that will be incurred for non-payment.

THE POLICY

- Full names, contact address, email address and a phone number will be established wherever possible prior to service provision or invoicing/billing.
- All Council bills and invoices will be raised as soon as practicable on a daily basis and will include clear, relevant and full information as to:
 - What the bill is for;
 - When payment is due;
 - How to pay;
 - How to contact us if there is a query in relation to the bill or in relation to making payment.
- All letters and reminders will:
 - Be written in plain English;
 - Explain fully what has been agreed and the consequences of non-payment;
 - Include appropriate contact details.
- Debtors will be encouraged to make prompt contact if they disagree with a bill or have difficulty in making payment on time. Contact can be made by:
 - Website
 - Email
 - Telephone
 - Letter
 - In person at the Council Offices.

- Problems and bill discrepancies raised will be resolved as quickly as possible to prevent unnecessary delays in payment and incorrect debits.
- All debtors seeking help due to financial difficulties will:
 - Be given the opportunity to have their ability to pay assessed by the relevant collection unit;
 - Be invited to provide details of their means by listing their income and expenditure. (Evidence to confirm the accuracy of the means statement will be requested if necessary);
 - Be invited to use the money and debt advice services available from the Citizens Advice Bureau (CAB) and other similar organisations;
 - Be asked if they have other debts owing to the Council that they also wish to be considered;
 - Be given access to the Council's interpreter service if required.
- If legal proceedings have already commenced, consideration will be given to whether the debt can firstly be attached to earnings or benefits, the priority of the debts owed and the level of repayments currently being made.
- If a specific recovery action has already commenced e.g. attachment of earnings or the debt has been passed to an Enforcement Agency, the action taken will usually continue. However, any arrears not included in the action will be considered in line with existing arrangements and this policy.
- If it is found that the debtor has the ability to pay, but refuses to pay, then recovery action will continue promptly within the existing arrangements for the type of debt.
- If it is found that the debtor is suffering severe hardship or has difficulty managing their own affairs, the following will be considered:
 - Can we reduce the debt? Are they entitled to take up relevant benefits, discounts, exemptions, reliefs or any other reductions to minimise the potential for debt accrual?
 - Does the debtor owe money to other Council services? If so the debtor will be advised that, with their consent, all their Council debts may be taken into consideration when deciding on an arrangement. The advantage to the debtor in making a common arrangement is that they may save time and costs. However, it is for the debtor to decide if this is an option they want to pursue.
- If a debtor takes up the offer to deal with all Council debts collectively, the various services will communicate the debtor's details confidentially between themselves and will endeavour to take a holistic approach to collection without prejudice to their own service. An officer will be identified as a single point of contact for the debtor and will act as a liaison between services.
- Where there is no continuous liability a special long-term arrangement may be made according to the ability to pay and the existing recovery provisions such as an attachment of earnings.
- Where liability is continuous e.g. Council Tax, NNDR any arrangement made will normally require payments over and above the on-going monthly liability. Future instalments must be paid when due as a condition of the arrangement.

Longer term arrangements for older arrears will be strictly monitored and reviewed. If there is no improvement by the review date and if the amount payable cannot be reduced (by awarding Council Tax Support or other reliefs, discounts, exemptions etc.), the Council will reserve the right to continue with legal action, and in the case of Local Taxation, obtain a Liability Order from the Magistrates' Court. This is to protect the Council's interests and prevent the debt from becoming statute barred and irrecoverable. Nevertheless regular contact with the debtor will be made and part payments will be accepted to reduce the overall debt. Furthermore it is not in the debtor's best interest to have a long term arrangement when liability is continuous, since the level of debt will increase as time goes by and the debtor's situation deteriorate rather than improve.

- If a debtor is receiving Income Support or Job Seekers Allowance, this will usually limit the ability to pay to no more than the amount that can be paid directly to creditors by the Department of Work and Pensions (DWP). Where appropriate, a separate agreement will be made for additional debts and Liability Orders depending on the individual's circumstances.
- Debtors given time to pay will be advised to contact the Council immediately should they experience a change of circumstances affecting their ability to pay. This is to discuss the options available to prevent recovery action and additional costs.

If a debtor fails to co-operate by:

- Refusing to provide details of their means, and/or
- Not consenting to multiple debts being dealt with together, and/or
- Failing to pay a special arrangement on time without contact, then recovery action will be taken promptly in the normal way.

- If there are council tax arrears on properties of over £1,000, then we are able to apply for a charging order. This basically means we register our interest against a property and when it is sold, we receive the payment out of the proceeds of sale. Some customers ask us to use this method where they have no or low income and are in the process of selling their property. This method is also used where other recovery action has not been successful and the property is empty or a second home. This helps bring the property back into use. Where the property is occupied and there is very large debt because of repeated non-payment, then this method will be considered on a case by case basis with the portfolio member.

LIMITATIONS ON DEBT RECOVERY

All Enforcement Agents appointed will work to an agreed Enforcement Agent Code of Practice & Enforcement Agent Instructions as shown in Appendix 3.

PROCEDURES AND TRAINING

This policy will be made available to all staff dealing with income collection and recovery. This will be reinforced with training and management supervision of all staff involved in collecting debt.

MONITORING

Each section will be responsible for ensuring that this policy is adhered to and effective. Management information will be required for each debt stream on a monthly basis.

Revised
10 June 2026.

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DEBT WRITE OFF POLICY

1. This forms part of the Council's Corporate Debt Management and Recovery policy (Appendix 2).
2. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this document provides the framework within which procedures must be documented and followed.
3. The Debt Management and Recovery policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide all reasonable facilities and assistance for them to do so. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case.
4. The Council will only consider write off in the following circumstances:

Category	Requirement	Action
De-minimus / Uneconomic to collect	Debts less than £25.00 would not be cost effective to pursue. Sundry Income Debts of £100 plus which have been returned from tracing agents and where legal costs will exceed the debt.	Submit for Write Off
Debtor deceased – No Estate	Insufficient funds in estate to discharge debt.	Submit for Write Off
Debtor absconded / Unable to Trace / Detained or Imprisonment *	All attempts to trace debtor have failed. Including tracing agent for debts over £25.00. Including long-term imprisonment (12 months) or more.	Submit for Write Off
Debtor in bankruptcy or liquidation or other insolvency proceedings including Debt Relief Orders**	A claim against the debtor has been lodged with the administrators. No dividend is to be paid or the balance after the dividend is submitted.	Submit for Write Off
Debt cannot be proved (conflict of evidence)	An explanation should be given as to why recovery cannot be made.	Submit for Write Off
Ill Health & no means	Written evidence of one of the following criteria: 1. Terminal illness and limited means 2. Where payment would cause further ill health 3. Old age and frailty and no financial	Submit for Write Off

Appendix 2

	assistance 4. Severely mentally impaired and no financial assistance 5. Long term hospitalisation or residential care and no means to pay	
Undue hardship and debt remaining following negotiated settlement.	Where the debtor can provide written evidence of genuine financial difficulty, showing evidence of inability to pay even small instalments, or that such payment will cause undue hardship.	Submit for Write Off
Debt remitted by the Court	Action in the Magistrates Court has resulted in the Magistrates remitting the debt, leaving the Council with no alternative but to write off the amount.	Submit for Write Off
Irrecoverable / Out of Jurisdiction***	The debtor has moved out of legal jurisdiction or the debt has been returned nulla bona and all other recovery avenues have failed.	Submit for Write Off

** If a debtor's whereabouts become known after the write-off has been approved, then the debt should be written back on.*

*** If a dividend is subsequently paid, then the debt should be written back on.*

**** If the debtor subsequently moves back into legal jurisdiction, then the debt should be written back on.*

5. Debts will normally only be considered for write off where the account is "closed" (i.e. no recurring debt). Only in exceptional circumstances will amounts on "live" (i.e. ongoing accruing debt) accounts be considered for write off. Such cases must demonstrate that further recovery action will not achieve collection of the debt.
6. The Director for Resources will be accountable to Cabinet Committee for the effective management of debt write offs and will ensure that appropriate performance management arrangements are introduced across all Council service and debt areas.
7. Decisions on the write off of individual debts will be taken in accordance with the Council's Scheme of Delegation. They must also comply with all relevant statutory requirements and those of the Director for Resources or designated representative(s).
8. Cabinet Committee will receive an annual report from the Director for Resources summarising performance on debt write offs during the previous year.
9. Each Service Head will be responsible for the initial recovery of debt within their service. Where the debt is collected through Sundry Income the Director for Resources will be responsible. Once recovery action is required, this must be passed to the recovery section who will then take ownership of the debt.
10. The Heads of Service will be responsible for the regular review of debts and will consider the need for write off of individual debts within their jurisdiction, monthly.

Appendix 2

11. Negotiated settlements generally result in the need for a write off. Any negotiation of a settlement at court will be the responsibility of the Court Officer, as such, situations cannot be planned and we need to respond immediately. Any other negotiated settlement will require approval according to the Scheme of Delegation i.e. the write off amount is the sum being remitted through negotiation.
12. Prior to write off being proposed, the debt will be reviewed to ensure that no further recovery action is possible or practicable.
13. Following the appropriate investigation, those debts still considered irrecoverable will be proposed for write off. The following information needs to be provided for each debt to the officer who authorises the write offs:
 - Debtors name
 - Debtors address
 - Description of debt
 - Period of debt and / or date of invoice
 - Amount to be written off
 - Reason for write offSupporting documentation must be retained and available that shows:
 - Evidence to support write off
 - Recovery history
 - Details of tracing and enquiries carried outIn considering a debt for write-off, the following conditions will apply:
 - Each case will be considered on its merits
 - Each request will be supported by relevant documentation
 - Each case will receive authorisation from the appropriate authorised officer.
14. Appropriate records of all authorised write offs will be maintained and reviewed periodically against live caseload. This will enable any trends to be identified and will support the review of the Policy every 12 months.
15. Authorisation levels are reflected in the Scheme of Delegation within the following parameter.

Section Manager / Team Leader	up to £5,000
Head of Service / Revenues Manager	up to £20,000
Section 151 Officer or Deputy Section 151 Officer	up to £30,000
Director for Resources or Chief Executive in consultation with the Portfolio Member	over £30,000
16. The revenues manager will record all write-off decisions, and provide a summary to the Director for Resources. This will be available for further Scrutiny, for Audit purposes and for reporting to Cabinet.
17. The Director for Resources will submit an annual report to Cabinet identifying the following:
 - A summary of debts written off in each debt area showing reason for write-off, values and number of cases.
 - Collection performance for each service area
 - Level of arrears outstanding
 - Level of provision for bad and doubtful debts

Reviewed 10 June 2026.

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Appendix 3

Methods of debt recovery.

Attachment of Earnings Order

The Council can order an employer to make deductions from earnings of their employee and to pay the deducted amount to the Council. Failure to comply with the order may result in the employer being fined.

The amount deducted will be in line with regulations and will depend on earnings. Employers can deduct £1 per order for every time a deduction is made to cover administration costs and deductions will continue until the debt is paid. Changes in employment must be reported to the Revenues Team within two weeks.

Deductions from Department for Work and Pensions benefits

The Council can ask the Department for Work and Pensions (DWP) to make deductions from Universal Credit, Income Support, Jobseekers Allowance, Pension Credit or Employment Support Allowance.

The amount deducted will be in line with regulations and will depend on the amount of benefit in payment and any existing deductions in force. Changes to benefit entitlement must be reported to the Revenues Team within two weeks.

External agencies

We work in partnership with several specialist companies in our efforts to recover unpaid council tax and business rates. These companies provide additional support and are specialists in their respective area of recovery. External companies are used for debt collection work, tracing absconders, enforcement action and insolvency. Costs will be added to the debt and external agencies will be used if all other attempts to recover the debt have failed.

Once a case is referred to the debt recovery specialist, all further contact will be referred to the practitioner. The documents issued will recommend the debtor seek their own independent legal advice.

Bankruptcy/insolvency

If the debt owed is more than £5,000 bankruptcy/insolvency proceedings will be considered. There are significant costs associated with this method of recovery, that are incurred by the customer, and their home may be at risk.

A full risk assessment will be undertaken by the Revenues Team using all the information available from the council's records including Land Registry checks, credit reference reports and Companies House records where applicable.

The team will liaise with Social Prescribing Team and other relevant partners to check for vulnerability before proceeding. All cases referred to our debt recovery solicitors for bankruptcy proceedings will be authorised by the Revenues Manager.

Charging orders

When a customer owns property a Charging Order may be appropriate.

Once a Charging Order has been granted against a property, the Council can apply to the court for an Order for Sale and force the property to be sold and the debt recovered from the proceeds of the sale.

There are significant costs associated with this method of recovery, that are incurred by the customer, and their home may be lost so these proceedings will be used with caution. A full risk assessment will be undertaken by the Revenues Team using all the information available from the Council's records including Land Registry checks, credit reference reports and Companies House records where applicable.

The team will liaise with Social Prescribing Team and other relevant partners to check for vulnerability before proceeding. All cases referred for Charging Orders will be authorised by the Revenues Manager.

A factor to consider when deciding to proceed with a Charging Order would be the length of time it will take for the Council to receive the money which may run into years. Once a Charging Order has been granted against a property, the Council can apply to the court for an order to evict and force the property to be sold and the debt recovered from the proceeds of the sale.

The Council may still look to recover any debt that remains not covered by the Charging Order, by other methods.

Tracing debts

All debts owed to the council will be pursued. If the debtor leaves their last known address without a forwarding address, the Council will use various means of tracing the debtor which may involve external tracing agents.

Winding up (Business Rates)

If the ratepayer is a limited company, the Council can apply to 'wind up' the business. There are significant costs associated with this method of recovery that are incurred by the ratepayer.

After agreeing this method of recovery against a business, the Council will send a formal request for payment advising of the intended action and subsequent consequences if the debt is not paid. If no response is received within 14 days, the Council will consider whether a petition for the winding up of the company should be issued.

If the Council seeks a petition from the High Court, the petition will be served on the ratepayer advising them of a date and time of the hearing. At this stage, significant costs are added to the debt.

If the ratepayer refuses to attend court to make representation to the judge, this generally results in the company being wound up. Once the company has been wound up, the matter is then referred to the Official Receiver.

Enforcement agents

the Council will instruct their Enforcement Agents to collect the balance owing when a customer has failed to provide income details, failed to agree an acceptable payment plan and/or make the agreed payments.

The Revenues Team will continually monitor the performance of the Enforcement Agents to ensure they are an efficient and effective collection method.

If the Enforcement Agent cannot identify sufficient goods to clear the debt, or cannot gain lawful entry to the property, they will advise the council accordingly. The Revenues Team will then consider further recovery action as appropriate.

Enforcement Agent Code of Practice

Any Enforcement Agent engaged by this Council shall adhere strictly to the provisions contained in the appropriate legislation relevant to taking control of goods and any other instructions laid down by this Council as may be in force at the relevant time.

The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below: -

Schedule of Enforcement Fees (other than under a High Court Writ) increased with effect from 01/05/2026 in accordance with The Taking Control of Goods (Miscellaneous Amendments) Regulations 2026, SI 2026 No 366, Regulation 3.

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £1500
Compliance Stage	£79.00	0%
Enforcement Stage	£247.00	7.5%
Sale or disposal stage	£116.00	7.5%

The above figures are not including VAT.

The Enforcement Agent shall not represent himself as an employee or representative of the Council, unless directly employed by the Council.

- The Enforcement Agent shall not follow any irregular practices with regard to taking control of goods or attempting to take control of goods, or in the execution of warrants and shall not cause nuisance or trespass in the execution of his duties.
- The Enforcement Agent may conduct his business out of normal office hours, (8:30 - 5:00) but shall at all times consider the reasonableness of the time and the debtor's personal and business movements.
- The Enforcement Agent shall not discriminate against or in favour of a debtor on the grounds of ethnic origin, sex, religion, status, race, colour, creed or disability.
- No removal of goods is to be undertaken without prior authorisation, preferably in writing, by the Client, against the long-term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, those on Income Support, or those where in the opinion of the attending Enforcement Agent to do so would cause the Council unwarranted publicity.
- All Enforcement Agents are required to be Certificated Enforcement Agents of the County Court and either corporate or individual members of CIVEA or working towards it and shall not have, nor permit any of his personnel to have, any criminal convictions or disqualification including those under the Rehabilitation of Offenders Act 1974 and shall sign a declaration to that effect.
- Debtors are to be given a minimum 14 days' notice before enforcement visits commence.
- The Enforcement Agent shall indemnify the Council against any and all actions arising from any act or omission not occasioned by the Council and those where the Enforcement Agent was aware that there was an act or omission prior to the action taking place.
- Cases where the taking control of and removal of "Tools of the Trade" over the statutory £1350 limit is being sought shall be referred on a case-by-case basis to the Revenues Team Leaders/Revenues Manager. No such removal shall take place without this referral having been made.
- Whilst permitted in legislation, visits are not to be made on Sundays.

Enforcement Agent Instructions

1. General

1.1 It is the Council's policy to be firm yet fair when dealing with our taxpayers.

1.2 Although the Council's preferred method of recovery is Attachment of Earnings or Benefits the Council's Policy is that the most appropriate method shall be used from information available to recover the sums due.

1.3 No method of recovery shall be used which is either not in the Council's best interests or which may bring the Council into disrepute. At all times an attempt should be made to minimise the detrimental effect on the family of the taxpayer whilst ensuring the debt is paid. Special care shall be taken when dealing with vulnerable groups i.e. the elderly, the long-term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, or those on Income Support/Job Seekers Allowance Income Based.

1.4 If there is a genuine inability to pay and the debt is small the Enforcement Agent should pass the information and circumstances to the office so that an informed decision as to the appropriate action can be made.

2. ENFORCEMENT AGENT WORKING PRACTICES.

2.1 The Contractor shall not sub-contract the provision of the service or any parts thereof to any person.

2.2 Work shall be issued to the Enforcement Agent electronically.

2.3 The Enforcement Agent shall conduct his/her affairs in accordance with statutory requirements and comply with the North Norfolk District Councils Code of Conduct for Enforcement Agents, Enforcement Agent Guidelines, Enforcement Agents Code of Practice, and any nationally approved Code of Practice.

2.4 All visits shall be carried out in accordance with legislation.

2.5 The Enforcement Agent shall commence processing all cases issued to him within 3 days of instruction unless otherwise agreed by the Council.

2.7 The Enforcement Agent shall, on each visit to a debtor's premises, present his identification without being requested to do so once it has been confirmed that he is speaking to the debtor.

2.8 The Enforcement Agent shall thoroughly and accurately complete the appropriate visiting documentation provided to him by his employer.

2.11 The Enforcement Agent shall seek completion of signed controlled goods agreements where required.

2.12 The Enforcement Agent shall have regard to the Council's Special Arrangement Policy when considering entering into Controlled goods agreements with the debtor.

2.13 Goods taken into control shall be detailed on the appropriate Enforcement Agency documentation. In the case of electrical goods, serial numbers shall be listed on the inventory.

2.14 In exceptional circumstances, i.e. where the Council or the Enforcement Agent is aware of a debtor's imminent intention to move away or another Enforcement Agents' imminent involvement in one of our cases, the normal process will be by-passed and immediate action to take control of/remove goods to secure the Councils' position shall take place.

2.17 The Enforcement Agent shall provide sufficient and accurate evidence, including a nulla bona certificate, in cases where required.

2.18 The Enforcement Agent shall obtain authorisation from the Revenues Manager or Revenues Team Leader prior to the removal of goods taken control of.

2.19 The Enforcement Agent shall attend Court to act as witness if so required.

2.20 The Enforcement Agent shall immediately inform the Revenues Manager or Revenues Team Leader of any cases of physical or verbal abuse or where any action could lead to an official complaint or legal challenge being directed at the Council.

2.21 The Enforcement Agent shall be notified by the Council within five working days of the posting to an individual's account of payments received or amendments made which alter the balance of any Liability Order currently being processed by him/her.

COUNCIL'S SPECIAL ARRANGEMENT POLICY

- When making special payment arrangements the Enforcement Agent shall endeavour to ensure the arrangement ends within the same financial year, or does not exceed a period of 12 months, having sought approval from a member of the Revenues Team.
- Debtors can be offered the option of weekly or fortnightly instalments instead of monthly.
- If the debtor requests that the instalment profile is extended over a year end or twelve-month period written or verbal authorisation shall be sought from a member of the Revenues Team
- Remember when making these arrangements to notify the Debtor that the new year's instalments will need to be paid when due.
- All arrangements shall be made subject to the debtor signing a controlled goods agreement.
- Any failure by the debtor to maintain the special arrangement shall result in further recovery action being taken.

Revised 10 June 2026.

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Housing budgets 2026/27	
Executive Summary	<p>North Norfolk District Council will claim 25% of the additional income raised from the 200% Council Tax charge for Second Homes.</p> <p>As was the case in 2025/26, NNDC proposes to use this additional income to mitigate the potential impact of high levels of Second and holiday homes - to help tackle homelessness and support building of more affordable homes for local households</p> <p>This report provides details of housing projects it is proposed to fund from the additional income</p> <p>This use is reflected in the 2026/27 Capital programme and the Out-turn report 2025/2026.</p>
Options considered	<ul style="list-style-type: none"> - Not to claim any of the additional Council Tax income from the 200% levy on Second Homes - To claim the additional income and use to support general council spending
Consultation(s)	Portfolio Holder for Housing and Peoples' Services. Officers in Finance, Housing Options, Estates and Property Services
Recommendations	It is recommended that Cabinet agree the proposed use of additional income from Second Homes Council Tax to fund the housing projects set out in this report.
Reasons for recommendations	To seek approval for the use of resources to help tackle homelessness and housing need
Background papers	Local Authority Housing Fund Round 4 – Purchase of Temporary Accommodation – Cabinet April 2026

Wards affected	Districtwide
Cabinet member(s)	Cllr. Jill Boyle, Portfolio Holder for Housing and Peoples' Services
Contact Officer	Nicky Debbage, Housing Strategy & Delivery Manager, nicky.debbage@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Meeting our Housing Need.
Medium Term Financial Strategy (MTFS)	Homes acquired for Temporary Accommodation for homeless households will deliver financial savings compared to the cost of alternatives such as nightly paid accommodation. In the longer term the provision of new affordable housing will also help to tackle homelessness and the costs of this to the Council

Council Policies & Strategies	NNDC Housing Strategy 2021-2025 Homelessness and Rough Sleeper Strategy
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Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	NA
Details of any previous decision(s) on this matter	NA

1. Purpose of the report

- 1.1 North Norfolk District Council will claim 25% of the additional income raised from the 200% Council Tax charge for Second Homes. As was the case in 2025/26, NNDC proposes to use this additional income to mitigate the potential impact of high levels of Second and holiday homes - to help tackle homeless and support building of more affordable homes for local households.
2. This report provides details of housing projects it is proposed to fund from the additional income. This use is reflected in the 2026/27 Capital programme and the Out-turn report 2025/2026.

2. Introduction & Background

- 2.1. Following the introduction of powers in the Levelling-up and Regeneration Act 2023, NNDC introduced a 200% Council Tax charge for Second Homes from April 2025. North Norfolk has one of the highest levels of Second Homes (as well as holiday let homes) in the country which has a negative impact on the availability of homes that are affordable to local households – either to rent or to buy. As at April 2026 there were 5,617 recorded Second Homes (4,259 liable to pay the 200% premium and 1,558 other not liable for the premium – in most cases because they have planning restrictions preventing year-round occupation). Second homes account for 10% of all Council Tax homes in the district and there are a further 2,393 properties used as holiday let homes – meaning 14% of all homes are used as Second or holiday let homes and so not available as homes for local households.
- 2.2. The forecast of income from our 25% share of the additional Council Tax raised as result of the second homes levy in 2025/26 was £1.31m. It was agreed to use this income to tackle homelessness and housing need in the district. £1m was allocated to purchase of Temporary Accommodation (to help the Council purchase seven more homes for homeless households) and £300k was allocated for grant to support organisations to provide more affordable homes.
- 2.3. In 2026/27 the forecast of our 25% share of the additional Council Tax raised as result of the second homes levy in 2026/27 is £1.696m.

3. Use of the additional Council Tax income

- 3.1 It is proposed to use the additional Council Tax income from Second homes in a similar way in 2026/27, i.e. a split between the Council's purchase of temporary accommodation for homeless households and grant to support other organisation provide new affordable homes.
- 3.2 In April 2026 Cabinet received a report setting out that we had negotiated £1.336 of grant funding in Round 4 of the Government's Local Authority Housing Fund (LAHF). This grant is to help purchase a further nine units of Temporary Accommodation for homeless households. The estimated capital funding needed to acquire an additional nine homes in 2026/27 is £2.24m. With the LAHF grant of £1.336m this requires £904k of match funding – which will be funded from Second homes additional Council Tax income.
- 3.3 The Capital programme includes a 2026/27 TA budget of £2,825,972. This figure is the sum of £1,336,000 LAHF grant, £904,000 Second Homes Council Tax and £575,972 carry forward. The Council was due to purchase seven additional homes for TA in 2025/26 – we completed the purchase of five of these in 2025/26 but two were not due to complete until early 2026/27, hence the level of carry forward. We have identified and had offers accepted on four of the nine additional homes to be acquired in 2026/27.
- 3.4 Much of the enabling grant the council uses to support provision of new affordable homes comes from section 106 monies. These are paid by developers in lieu of on-site affordable homes, and they can only be used in certain ways, for example they can only be paid to a Registered Provider of social housing (housing association). In the last three years the Council has provided over £1.5m of section 106 grant to Registered Providers and has committed to give another £325k. These grants have helped to support delivery of new affordable homes in Holt, West Beckham, Swanton Novers, Salthouse, Warham, Walcott, Cromer and Stalham.
- 3.5 There are other community led organisations who are not all Registered Providers, but who provide affordable housing – often in parts of the district with high levels of second and holiday let homes (e.g. Wells, Blakeney, Holt and Sheringham). To support these valuable organisations, we also have a Community Housing budget to provide greater flexibility to help deliver affordable homes in the district. We have given £1.2m of Community Housing to support community housing organisations like Homes For Wells and Holt Housing Society to provide local homes for local communities.
- 3.6 For 2026/27 we plan to use £580,000 of the additional Second homes Council Tax to fund the Community Housing budget, which will enable us to give grants to housing organisation for provision of affordable homes. Grants will be used to help provide affordable homes in Holt, Wells, Blakeney and Wiveton. We will work with our RP partners and community organisations to identify any other housing schemes at risk that need further financial support to ensure delivery of badly needed homes. The Capital programme elsewhere on today's agenda shows a 2026/27 Community Housing budget of £689,161 this figure includes £580,000 Second Homes Council Tax and £109,161 of carry forward budget from 2025/26.

4. Corporate Priorities

- 4.1 Using Second Homes Council Tax premium to provide more Temporary Accommodation and affordable homes in the district is in line with the Corporate Plan priority of “*Meeting Our Local Housing Need*” and specifically the aims of “*Increasing our portfolio of Temporary Accommodation to support residents in crisis*” and “*Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible*”.

5 Financial and Resource Implications

- 5.1 As set out above we have forecast income of £1.696m from our 25% of the additional income raised through the 200% Council Tax charge on Second homes. It is proposed that £904k of this is used to support purchase of TA for homeless households and £580k is used to help provide grants to housing organisations to provide additional affordable homes. The remaining forecast income of £212k has not yet been allocated and this position will be reviewed during 2026/27 – dependent on actual collection rates of Second Homes Council Tax and spend on housing projects.

Comments from the S151 Officer:

Acquisition of Temporary Accommodation units provides needed mitigation for the Revenue shortfall in providing the homelessness service. The expanding portfolio of up to 41 units by the end of 2026/27 will incur incremental management costs which also will be funded by second homes premium receipts, both directly and by rebate from Norfolk County Council.

6 Legal Implications

- 6.1 The Council can hold in the General Fund, and let on license, homes to be used for TA for homeless households. Legal input will be required to ensure effective purchase of homes and to identify any legal constraints on properties that are considered for purchase.
- 6.2 The Council can provide grants to Registered Providers and other housing organisations to help ensure the provision of affordable housing. Legal input will be required to produce Funding Agreements to be used to ensure funding is used effectively.

Comments from the Monitoring Officer

7 Risks

- 7.1 NNDC will be responsible for the acquisition, long-term management and maintenance of homes used as Temporary Accommodation and for managing the associated financial risks. The Council has acquired 31 homes over the last few years and processes have been put in place to ensure these risks are minimised.

- 7.2 The use of Funding Agreements setting out detailed terms for the use of any grant and its repayment, should a scheme not go ahead, will help mitigate any risk of grant not being used effectively.

8 Net Zero Target

- 8.1 Homes purchased for use as TA will need to achieve good energy standards, and improvements to heating and insulation will be undertaken where required to ensure this – the aim will be for homes purchased to have an Energy Performance Certificate rating of at least C (preferably a B) if it is possible to achieve this within the agreed budget. However, the addition of these properties to our estate will increase the Council's carbon footprint. This will need to be off-set in order to achieve the carbon net zero policy by 2030. As the homes purchased will be existing homes, the overall 'community' emissions will not increase as a result of purchases.
- 8.2 New homes developed by Registered Providers will have high energy efficiency standards (typically EPC rating A) and low carbon emissions and a focus on renewable energy sources.

9 Equality, Diversity & Inclusion

- 9.1 Three homes part funded by LAHF grant will be prioritised for use as resettlement temporary accommodation for Afghan refugee households. Long-term, all the homes would be available to households on the Council's housing list as temporary accommodation. Therefore, there are not considered to be any negative impacts on EDI.

10 Community Safety issues

- 10.1 The Council will work with partner agencies to ensure the safety of households accommodated in these properties.

Conclusion and Recommendations

North Norfolk District Council will claim 25% of the additional income raised from the 200% Council Tax charge for Second Homes.

As was the case in 2025/26, NNDC proposes to use this additional income to mitigate the potential impact of high levels of Second and holiday homes - to help tackle homeless and support building of more affordable homes for local households.

It is recommended that Cabinet agree the proposed use of additional income from Second Homes Council Tax to fund the housing projects set out in this report

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Coastal Adaptation Pilot – Extending delivery of Coastwise	
Executive Summary	<p>Coastwise is delivering the Corporate Plan objective “Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses”.</p> <p>The Coastal Adaptation Pilot (CAP) provides an opportunity to extend the project to continue to implement local actions and trial new longer-term initiatives. The learning continues to contribute to the national discussion for action to prepare communities impacted by coastal erosion.</p> <p>It is recommended that NNDC take forward the CAP opportunity and secure or allocate the required funding contribution.</p>
Options considered	<p>Not to proceed with the Coastal Adaptation Pilot extension to Coastwise and not take forward the ongoing work and opportunity to better prepare our communities for coastal erosion or to contribute to national learning and approaches into coastal erosion adaptation. This approach is not recommended as it will not meet the Corporate Plan objectives or support the delivery of the adopted Shoreline Management Plan.</p>
Consultation(s)	<p>This report has been developed in consultation with the Coastwise Project Board, Coastal Portfolio Holder, Director of Resources and Environment Agency. The development of this next phase of Coastwise has also included consultation with the wider Coastal Transition Pilot local authorities including Great Yarmouth Borough Council, East Suffolk Council and East Riding of Yorkshire Council.</p>
Recommendations	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Agrees to participate in the Coastal Adaptation Pilot (CAP) programme, accepting grant funds to continue the delivery and to further develop the Coastwise initiative under the existing governance arrangements. 2. Delegate to Coastal Manager, in consultation with the Coastal Portfolio Holder and Director of Resources, the formulation of the updated business case and submission to the Environment Agency. 3. Recommend to Full Council, the allocation of up to £500,000 as match funding for the programme, to be sourced from reserves if Local Levy (from the Regional Flood and Coastal Committee, RFCC) or other grant sources is not forthcoming. 4. To extend the contracts of existing Coastwise personnel to the end of March 2029.

Reasons for recommendations	<p>To enable continued development and delivery of Coastal Adaptation activity, supporting local at-risk communities and contributing towards national policy development.</p> <p>To maintain the momentum established by the Coastwise initiative, the success of which has been recognised by the proposed inclusion of North Norfolk District Council as a participating authority in the Coastal Adaptation Pilot programme.</p>
Background papers	<ul style="list-style-type: none"> • Coastal Transition Accelerator Programme Outline Business Case • Coastwise Communications and Engagement Plan • Coastal Adaptation Pilot Principles (EA) • Coastwise Board papers

Wards affected	Coastal, Sheringham South, Sheringham North, Beeston Regis and the Runtons, Cromer Town, Suffield Park, Poppyland, Roughton, Mundesley, Bacton, Happisburgh
Cabinet member(s)	Cllr Harry Blathwayt – Portfolio Holder for the Coast
Contact Officer	Rob Goodliffe – Coastal Manager – Rob.Goodliffe@north-norfolk.gov.uk – 01263 516321

Links to key documents:	
Corporate Plan:	PROTECT AND TRANSITION OUR COASTAL ENVIRONMENTS - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses
Medium Term Financial Strategy (MTFS)	Primarily externally funded capital investment with local contrition required.
Council Policies & Strategies	Shoreline Management Plan 6 Local Plan

Corporate Governance:	
Is this a key decision	Yes

Has the public interest test been applied	Yes – One project is commercially sensitive and not included in the Coastwise update.
Details of any previous decision(s) on this matter	January 3 rd 2023 – Cabinet – approval of Coastal Transition Accelerator Programme and governance arrangements.

1. Purpose of the report

- 1.1. This report provides an update as to the progression of the Coastwise programme and sets out the opportunity to extend the programme and activities through the recently announced Coastal Adaptation Pilot, funded by the Government and administered by the Environment Agency.
- 1.2. The report seeks necessary resolutions for the Council to be one of four local authorities nationally selected to be part of the scheme, and consequently, to submit an updated business case to the Environment Agency for the Coastal Adaptation Pilot funds. In order for the Coastwise programme (under DEFRA's Coastal Transition Accelerator Programme, CTAP) to transition to the new Coastal Adaptation Pilot programme, it will be important to ensure the necessary funding and staff resources are available; this report therefore seeks approval for the necessary match funding to be secured, and for the extension of fixed-term posts in the Coastwise team.

2. Introduction & Background

- 2.1. The North Norfolk coast has some of the most rapidly eroding coastlines in Europe, due to its soft erodible cliffs and natural coastal processes. The rates of erosion are expected to accelerate due to climate change, particularly in response to sea level rise. Coupled with aging defense assets and a long-term trend of falling beach levels, many homes, businesses and infrastructure along the twenty-one miles of the cliffed North Norfolk coast are at risk from erosion.
- 2.2. The Shoreline Management Plan (SMP6) sets out the strategic policies for managing coastal erosion risk management. Whilst in some locations it is the policy intent to seek to 'hold the line' of erosion risk management assets, the SMP recognises that the continued maintenance of these assets, such as sea walls and groynes, is considered neither affordable, technically feasible or environmentally sustainable in many locations. As such, the SMP identifies that there is a need for measures to be developed to support those locations impacted by coastal change. This has been later reflected in the Environment Agency's Flood and Coastal Erosion Risk Management Strategy and in the recent [Environment Food and Rural Affairs Select Committee evidence report](#) regarding the impact of coastal erosion on communities. The latter included significant contributions from NNDC and North Norfolk communities.
- 2.3. North Norfolk District Council and the communities of North Norfolk have been at the forefront of coastal change management. This has included some of the earliest coastal change management policies and approaches, many of which are now incorporated into national guidance and further developed. North Norfolk received the most significant share of the national Coastal Pathfinder project in 2010, which enabled the Council to work alongside local communities and business in developing and implementing practical ways to manage many of the impacts of coastal change. Subsequently, and largely as a consequence of the Pathfinder activities, as well as the magnitude of

property risk, in 2022 NNDC was selected as one of two Coastal Transition Accelerator Programme (CTAP) locations, which led to the development and delivery of the Coastwise programme, the local branding of the CTAP initiative (East Riding of Yorkshire Council was the other).

- 2.4. [Coastwise](#), funded by DEFRA, via the Environment Agency, has been working with communities to take forward coastal transition conversations, developing the first ever community coastal erosion transition plans, and to take forward actions. This has helped prepare communities, is addressing local impacts, whilst also gathering evidence and trialing approaches that will demonstrate how future decisions and policies may be shaped by the government, its agencies and other local authorities. Further details of the activities of Coastwise are provided below.
- 2.5. This report sets out the new Coastal Adaptation Pilot opportunity, the indicative outputs the programme hopes to deliver and seeks authority to develop and proceed with prioritised actions.

3. Coastwise – Progress update

- 3.1. The Coastal Transition Accelerator Programme (CTAP) was announced by government in March 2022. Following the announcement, the Council was required to develop an Outline Business Case, in line with Flood and Coastal Erosion Risk Management and CTAP guidance. The outline business case was submitted in March 2023. Following appraisal from the Environment Agency Large Project Review Group, the business case was approved in August 2023. NNDC prepared for delivering the programme and, branding it locally as 'Coastwise', began the recruitment process in advance, to ensure a delivery team was in place from October 2023. Since its establishment, the team has developed into a multi-skilled, cross authority and multi-organisational team, including embedding staff in the NNDC Legal and Communications teams, seconding a senior researcher from the University of East Anglia, embedding roles in the national and local Environment Agency teams and in Norfolk County Council Museums Service.
- 3.2. The challenges of coastal change are broad and complex. What the CTAP scheme did not allow, was coast protection measures, however a very eclectic mix of practical and procedural activities to help those areas which are, or are predicted to be, impacted by erosion have been undertaken. Coastwise intentionally set out to explore approaches and develop innovative solutions along the whole eroding North Norfolk coast, across a wide spectrum of topics to optimise learning opportunities for local application and for government to take note. Whilst doing this it sought to support communities and better prepare for the future. Key areas of work have included research and investigations, working with communities to understand perspectives on erosion risk, development of community transition plans, supporting and facilitating local actions (through grant funding, advice and guidance), delivery of practical projects, exploring longer term financial aspects of coastal transition/adaptation and capturing learning and dissemination.
- 3.3. Coastwise activities continue to be delivered with the focus moving towards practical support and activity. To date learning and evidence is being utilised to influence wider decision and policy making, for example via the EFRA evidence review on the impacts of coastal erosion.

3.4. The activities of CTAP and Coastwise has also been reported in the media locally, nationally and internationally, often in well balanced articles and highlighting the project as an example of where coastal erosion adaptation is seeking to be put into practice. Examples include [ITV](#) and [The Guardian](#).

4. Coastal Adaptation Pilot

4.1. On the 28 January 2026, the Environment Agency and Defra announced a [£30 million investment for coastal adaptation pilots \(CAPs\)](#).

4.2. Up to £18 million of the allocated funding is intended to support the continuation of 'advanced coastal adaptation projects' in East Riding of Yorkshire, Suffolk and Norfolk, recognising this is where predicted erosion impacts are greatest and the local authorities are best prepared and experienced to develop pilot activities. North Norfolk District Council's Coastwise project is therefore included in the proposal.

4.3. The CAPs will run from September 2026 to the end of March 2029, overlapping the Coastal Transition Accelerator Programme by six months. NNDC and other authorities involved in the current Flood and Coastal Innovation Programme (of which CTAP was part) have been highlighting the long-term requirements of successful coastal erosion adaptation and transition throughout the programme; one of the major risks of the Coastwise initiative was its ability to achieve its objectives within the very short timescale available. The additional timescale allowed through the proposed CAP is therefore welcomed.

4.4. The £18m allocation will be shared between East Riding of Yorkshire Council, East Suffolk Council, Great Yarmouth Borough Council and North Norfolk District Council. The exact amount each authority will get has yet to be decided. There is a requirement for a ten percent match funding contribution from each participating local authority, therefore the exact value will depend on the final grant allocation but it can include 'in kind' contributions (e.g. staffing). The maximum expected contribution would be in the region of £500,000, although it is likely to be lower.

4.5. NNDC is working with East Suffolk Council (ESC) and Great Yarmouth Borough Council (GYBC) to explore options for the match funding contribution to be met by a grant from the 'Local Levy' administered by the Eastern Regional Flood and Coast Committee (RFCC). If NNDC is to exploit the opportunity on offer in the proposed CAP, and propagate the benefits of the Coastwise programme, if this match funding is not possible, the Council will need to fund the contribution. Some 'in kind' support may be possible but without RFCC support there will remain a need for significant financial match. The already allocated coastal capital budget is needed for programmed coastal management asset refurbishment, and therefore NNDC would be required to find new funds for the contribution, either from reserves or from borrowing.

4.6. The proposed CAP will enable Coastwise to build on what has been achieved to date and it is anticipated the focus of the programme will be on the following broad activities.

- a) Implementation of the actions in Community Transition Plans. e.g. reusing land at erosion risk, planned future options for graveyards, maintaining cliff top access, property level resilience for wave overtopping etc.

- b) Formulating a Strategic Transition Plan and developing action plans for the delivery across the Coastwise programme area. This may also include, for example, working with infrastructure/utilities providers, contribution to the Local Plan evidence base and focused sectors.
- c) Continued community engagement and raising awareness of coastal change and its impacts e.g. supporting community projects, developing novel communication methods, providing information to key stakeholders (e.g. property owners and agents), and education packages.
- d) Practical actions for the replacement of homes, business and infrastructure e.g. identifying and facilitating building plots for replacement homes
- e) Delivery of a Coastal Home Assurance Scheme (CHAS), see below.

4.7. Please note that the precise activities will require refinement and formal approval from the Environment Agency as part of a business case update.

5. Coastal Home Assurance Scheme

5.1. Coastwise has explored a variety of options for the replacement of homes at risk of loss from erosion and support to those impacted. This has utilised expertise from across the Council, as well as input from community events. Technical financial and economic analysis has also been undertaken to inform the draft proposal. Through this process the CHAS has developed (described below) as a leading option for addressing some of the most significant impacts affecting property and households in the erosion risk area.

5.2. The concept being explored would enable households in areas at risk to remain in their own homes (for as long as feasible). It will provide clear prearranged support and with this the ability to plan for the eventual loss of the property, providing some certainty/choice about their future housing options in an uncertain erosion situation.

5.3. Detailed development of all aspects of the draft CHAS concept is underway, this includes how it meets the government funding requirements, how funds will be managed over the years it operates, all legal aspects, approaches to communicating and engaging and many more considerations. It is proposed that a significant proportion of the CAP funding, if approved, will be allocated to the scheme to enable the Council to pilot the approach and generate evidence and learning for it to be considered on a wider basis.

5.4. It should be noted at this stage that the CAP funded activities for Coastwise are proposals and they will require approval from the Environment Agency before they can be implemented.

6. Options

6.1. The following options are available to the Council:

- A. Complete CTAP element of Coastwise and close the project at the end of March 2027.

- B. Take forward the opportunity of the Coastal Adaptation Pilot, with the contribution required provided by NNDC, and extend/expand Coastwise activity.
 - C. Take forward the opportunity of the Coastal Adaptation Pilot, with the contribution required provided by Eastern RFCC, and extend/expand Coastwise activity.
- 6.2. Option C is the preferred option, however, should RFCC funding not be secured, option B is proposed to be adopted. Option A would miss the opportunity of hugely beneficial activity that would help local at-risk communities; it would harm the reputation of the Council as a leading authority in the field of coastal adaptation. Option A would not meet the objectives of the Corporate Plan.

7. Corporate Priorities

- 7.1. Coastwise has been a key component of delivering the following Corporate Plan priority: “Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses”.
- 7.2. The Coastwise programme supports the following element of the Annual Action Plan 2025-26: “Working with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.”

8. Financial and Resource Implications

Financial Implications

- 8.1. The Coastal Transition Accelerator Programme (Coastwise) is fully funded via the Environment Agency until the end of March 2027.
- 8.2. To date the Council has claimed £7.239m from the Environment Agency and a further £1.015m Capital and £0.405m Revenue of DEFRA funds.
- 8.3. A budget of £3.400m CTAP funds have been reallocated into future years, with £0.600m to claim this year.
- 8.4. Moving forward, the already claimed Environment Agency (EA) CTAP funds and 26/27 allocation for CTAP (£0.6000m) must be spent by end March 2027.
- 8.5. The forthcoming CAP funding requires a 10% contribution, the EA have indicated this could be up to £0.500m although this will be calculated once the final allocation to NNDC is to be confirmed.
- 8.6. Discussions with the Eastern Regional Flood and Coast Committee and area EA have been held about the potential for RFCC Local Levy grant to be provided for the contribution, to enable the CAP to be delivered. NNDC has also begun discussions with Great Yarmouth Borough Council and East Suffolk Council, which are also proposed CAP authorities, to submit a co-

ordinated joint request to the RFCC for CAP match funding. It is proposed to submit a request to the Eastern RFCC in July 2026.

8.7. Should the RFCC request be unsuccessful, or a reduced grant is awarded, in order for NNDC to proceed with the CAP opportunity, the Council will be required meet the contribution requirements. This may include a mix of in-kind support as a proportion of the funds an.

8.8. The Cabinet recommendation is NNDC to meet the contribution requirements, in the event that insufficient funds can be obtained from the RFCC.

8.9. **Resource Implications**

8.10. The current Coastwise team are on fixed-term contracts, terminating in March 2027. As the contract end dates approach, there is a risk that team members will be seeking alternative employment opportunities. Should posts in the team become vacant, it may prove difficult to recruit, with only a short term left, which will impact on the final delivery of the CTAP funded Coastwise programme. The loss of skills and experience from the team will impact on the prospects of successfully delivering the CAP.

8.11. All Coastwise roles are funded by grant. The CAP funds have been announced by the Government Minister and NNDC has received a funding allocation letter form the Environment Agency. The latter sets out the indicative grant allocation. The grant is subject to approval of a Business Case update and it is fully anticipated by all parties that it will be approved, subject to agreement over the detailed programme content.

8.12. The Business Case update will be submitted by NNDC to the Environment Agency in September 2026 with a decision expected in October 2026.

8.13. Considering the expected funding and the need to maintain momentum in delivering the current Coastwise programme, it is proposed that Coastwise contracts of relevant staff are extended, where appropriate, to March 2029.

Comments from the S151 Officer:

The offer of CAP grant funding to extend the successful CTAP funded program under the Coastwise brand will be vital to delivering the corporate objective on coastal matters.

The award of the amount of the CAP grant is subject to government approval due in October 2026. To mitigate the risk of staff retention it is proposed to extend grant-funded fixed term contracts from March 2027 to March 2029. This would be within the Council-approved 2026/27 budget and all future staff costs associated with the fixed term contracts would be included in the future 2027/28 budget include.

The match funding required to accept the CAP grant will initially be sought from the RFCC local levy. If this is not forthcoming then Full Council approval will be sought to use reserves or borrowing to fund any shortfall in match funding.

9. Legal Implications

- 9.1. The existing programme complies with all necessary legal requirements, and the proposed CAP would follow the same arrangements. The emerging CHAS approach, throughout its development has been appraised to ensure that all legal aspects are considered. To date no legal concerns have been identified.

Comments from the Monitoring Officer

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

Grant funding, with match funding, would enable the extension of CAP, to deliver coastal change management provision beyond the original timeframe. Acceptance of external grant would enable extension of the CAP, but it is contingent on the provision of match funding. This will be sought from the RFCC, but if this cannot be secured, the request is that match funding of up to £500K be provided by this Council (from reserves of borrowing), through a recommendation to Full council, to secure the grant and ensure continued delivery.

10. Risks

- 10.1. Coastwise, as part of its governance, maintains a programme risk register, key risks throughout the programme have related to the limited length of scheme and the consequent challenges in defraying the grant funds fully within the limited time available. More recently, the potential loss of team members due to the approaching end of the funding has been highlighted as a risk.
- 10.2. Limitations in the CTAP delivery timescales, yet the acknowledged high degree of innovation and the successes of the programme, are likely to be reasons that have led to the creation of North Norfolk CAP, which will extend the ability to deliver elements of the CTAP programme over a longer period (with more resources). On the face of it, the impending programme (CAP) obviates the principal risks, however, since at this point in time the funding offer is caveated, subject to the approval of a revised business case, the the grant-funded extension of the fixed-term contracts of staff in the Coastwise team cannot be guaranteed. This gives rise to a critical risk, that without the assurance of a continuation of their contracts, which in turn may impact retention or replacement, damage morale and make the transition into CAP more challenging. If the extension of the posts is not supported now, there may be a hiatus between CTAP and CAP to allow for recruitment and gap in service delivery; whereas if the extension of the posts is approved and the money is subsequently not forthcoming (considered highly unlikely), then there would be a risk of redundancy for staff at the end of their contracts. It is considered important to provide continuity by extending the Coastwise staff contracts; in the unlikely event the CAP funding does not materialise, contracts would terminate at the end of March 2027.
- 10.3. Keys risks with not proceeding with the CAP opportunity:

- Reputational impacts with local communities by not following through with developed adaptation actions
- Not achieving corporate priority objectives and actions
- Loss of staff before CTAP programme end in 2027
- Not demonstrating coastal adaptation actions and generating evidence, preventing future adoption of wider national adaptation solutions for which North Norfolk's coastal communities would benefit
- Detriment to the positive working relationship NNDC has with the EA and relevant Government departments, potentially impacting negatively on future opportunities.
- The innovative solution to allow residents to plan for long term coastal erosion would not be tested, denying residents peace of mind.

10.4. Key risks with proceeding:

- If the updated business case is approved, there would be a need to ensure sufficient resources are in place to secure its effective implementation. This will depend on recruitment into the vacant posts and the retention of staff in the existing Coastwise posts. If the North Norfolk CAP proceeds without timely reassurance that existing posts can be extended to coincide with the new programme timescale, then maintaining momentum and safeguarding delivery will be challenging.

11. Net Zero Target

- 11.1. Working towards net zero and minimising carbon was included as a key principle in the Coastwise (CTAP) business case. It is proposed this would remain so for the proposed CAP.
- 11.2. The impact of erosion is identified as a corporate risk, which will be exacerbated by climate change and sea level rise. The delivery of Coastwise (and the impending CAP) will help support climate change adaptation in at-risk communities.
- 11.3. The CTAP project has investigated the impacts and opportunities of greenhouse gas emissions in relation to coastal erosion and adaptation. This will help inform the CAP activities.
- 11.4. Procured elements of the project have included sustainability scoring as part of the evaluation process.
- 11.5. Construction activities require carbon accounting, and opportunities to reduce, minimise and sequester carbon have been included.
- 11.6. The Coastwise programme of projects has included net zero as a principle and the CAP would seek to utilise and build upon the learning to date. Each aspect will be considered on a case-by-case basis and opportunities to reduce carbon will be prioritised.

12. Equality, Diversity & Inclusion

- 12.1. An Equalities, Diversity and Inclusion assessment was completed as part of the initial CTAP project development and this will be updated as appropriate during the CAP business case update process.
- 12.2. The Coastwise Communications and Engagement Plan considers and includes actions to meet the EDI requirements. As the project has been delivered, elements continue to be assessed and improved and these lessons will be carried forward into the CAP.

13. Community Safety issues

- 13.1. No specific community safety issues have been identified. Where Coastwise supports communities in developing public assets, opportunities to improve localities, including public safety, are taken into account.

14. Conclusion and Recommendations

- 14.1. Coastwise is delivering against the Corporate Plan objective of “Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses”.
- 14.2. The coastal erosion adaptation learning generated in North Norfolk continues to contribute to the national discussion for action to better prepare communities for the impacts of coastal erosion.
- 14.3. The new Coastal Adaptation Pilot (CAP) provides an important opportunity to extend and expand the current Coastwise programme for a further two years. This would enable the opportunity to build upon the local engagement to date, to deliver local adaptation actions, and to trial new longer-term initiatives. The CAP has been announced by the Government minister and the scheme specifically identifies North Norfolk as a proposed beneficiary.
- 14.4. To access CAP, a business case update will need to be submitted and approved by the Environment Agency. This will require a 10% funding contribution. This requirement is being sought from the Eastern Regional Flood and Coast Defence Committee, from the Local Levy.
- 14.5. Coastwise has developed a multi-disciplinary delivery team. In order to provide security to the team and minimise the risk of losing experienced staff, it would be beneficial to extend personnel contracts with the expectation that the funding is likely to be secured.
- 14.6. The following resolutions and recommendations are presented:

Cabinet is resolved to:

It is recommended that Cabinet:

1. Agrees to participate in the Coastal Adaptation Pilot (CAP) programme, accepting grant funds to continue the delivery and to further develop the Coastwise initiative under the existing governance arrangements.

2. Delegate to Coastal Manager, in consultation with the Coastal Portfolio Holder and Director of Resources, the formulation of the updated business case and submission to the Environment Agency.
3. Recommend to Full Council, the allocation of up to £500,000 as match funding for the programme, to be sourced from reserves if Local Levy (from the Regional Flood and Coastal Committee, RFCC) or other grant sources is not forthcoming.
4. To extend the contracts of existing Coastwise personnel to the end of March 2029.

Appendix 1

High level list of completed and ongoing activities undertaken by the Council under the Coastal Transition Accelerator Programme to-date.

Investigations and supporting research

- Coastal Adaptation/Transition Rapid Evidence Review and archive investigation
- Coastal Transition Plans - evidence review, options appraisal and blueprinting
- Valuing the benefits provided by coastal sediment and can this be included in economic appraisal
- Understanding the impact of water in relation to cliff failure at Sidestrand and Trimmingham and consideration of possible practical mitigation actions
- Review of use of Rock Armour and Beach Access - Happisburgh
- Erosion risk graveyard transition investigation and options
- Understanding the impact of water in relation to cliff failure at Happisburgh
- Heritage Recording Project - Happisburgh Church
- North Norfolk decommissioning of coastal management assets protocol
- Holiday Parks adaptation assessment
- Update of national Coastal Change Management Area Guidance
- Town and Country Planning investigations - Evidence for local plan policy review
- Coastal Monitoring Data Viewer (now incorporated into national business case for coastal monitoring)
- Understanding the impact of water in relation to cliff failure at Overstrand
- Legislative and legal investigations into coastal management and coastal adaptation
- Improving Property Sales and Conveyancing erosion information
- Coastal Home Assurance Scheme - Development
- Investigating future options for key highways at risk of erosion
- Understanding liabilities a strategy for managing Knotweed on eroding cliffs
- Cost-benefit analysis of Coastwise housing options

Community Transition Plans

- Assessments of Environmental Land Management Schemes for coastal cliffs
- Community Transition Plans - Happisburgh
- Community Transition Plans - Overstrand
- Community Transition Plans - Trimmingham

- Community Transition Plans - Bacton & Walcott
- Community Transition Plans - Weybourne
- Community Transition Plans – Learning from transition plan processes
- Community Transition Plans – Finalisation, prioritisation of actions and adoption
- Community Transition Plans - Prioritised Actions delivery

Community Support and Engagement

- Coastwise public survey and analysis
- Facilitation of Community groups: Weybourne, Overstrand, Trimmingham, Walcott, Happisburgh
- Café and wider Community Events

Coastal Literacy

- Developing Educational Resources
- Developing Coastal Literacy resources e.g. films/animations/information panels/coastal walks etc.
- Happisburgh Coastal Trail
- Lost Coastal Villages College Film Project
- Integrating coastal change messaging into the Deep History Coast
- Contributions towards content of Climate Change in Nature Exhibition in Norwich Castle

Grants

- Trimmingham – historic ponds and drainage improvements and repurposing of land.
- Electronic Tourist Information Points – contribution to project and coastal literacy information dissemination.
- Cromer Museum geology and climate/coastal change Gallery/exhibition space redisplay
- Trimmingham housing and development investigation
- Property specific grants to support adaptation and resilience
- Norfolk MIND - wellbeing and mental health support
- Opportunities to support community actions arising from community transition plans
- Sheringham Museum – coastal change and deep history stairwell gallery display

Practical projects

- Knotweed management
- Design and Construction of Happisburgh Car Park
- Happisburgh Car Park phase two development and delivery (toilets, play area etc).
- Land purchases to support future replacement of assets.
- Graveyard practical options and actions
- Beach access
- Repurposing of at-risk coastal land

- Immediately at-risk property support, demolition and land repurposing

Funding and Financing

- Coastal erosion home/business insurance investigations
- Cross Governmental Working – innovative finance
- Treasury Green Book investigation into applicability for coastal transition and adaptation
- Assessing the costs to government of coastal erosion under ‘Business as Usual’
- Available funding, rules and eligibility, explore existing funding routes – taxes and levies etc
- Funding and Finance gap development/model structure

Monitoring Evidence, Learning and Outputs

- Net Zero in coastal adaptation investigation
- Delivering learning notes and case studies
- Identifying and capturing benefits, evidence, indicators and critical success factors
- Coastwise Rapid Mid-Point Review
- Example OBCs/FCERM forms
- Strategic Transition Plan
- Monitoring, Evaluation and learning (including final write up)
- Strategic Communications
- National options for coastal erosion adaptation
- Coastwise end survey and analysis
- Knowledge dissemination activities

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	Local Plan Review: Scoping Consultation
Executive Summary	This report covers the early stages of Plan review and the requirement to undertake a scoping consultation
Options considered	None
Consultation(s)	Portfolio holder
Recommendations	<p>That Cabinet resolves:</p> <ol style="list-style-type: none"> 1) To progress the scoping consultation based on the material detailed in Appendix 1 in line with Government expectations, statute requirements and the project timescales. 2) Delegates authority to the Planning Policy Manager to make any further necessary non-material modifications including consultation set up format as required.
Reasons for recommendations	To maintain an up-to-date Local Plan and to comply with statutory requirements in order to provide appropriate planning policy and guidance for the district.
Background papers	<p>Plan-making regulations explainer - GOV.UK This is an explainer of the emerging regulations for the new plan-making system..</p>

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown
Contact Officer	Caroline Dodden, Senior Planning Officer Caroline.dodden@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Delivering and ensuring the Council maintains an up to date the Local Plan remains a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A strong, Responsible & Accountable Council
Medium Term Financial Strategy (MTFS)	Local Plan budget
Council Policies & Strategies	The Local Plan sets the Council's Planning and decision-making framework. Adoption of any new Local Plan would replace the current 2024-2040 Local Plan.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	None

1. Purpose of the report

- 1.1. The purpose of this report is to seek authority to publish and conduct a six-week consultation on the Local Plan review through an early scoping document and questionnaire.

2. Introduction & Background

- 2.1. As part of the new Plan Making System the Council is required to undertake an early scoping consultation inviting feedback from Stakeholders on how to engage with them and what the Plan should contain. This is timetabled to take place for six weeks starting 20.7.26 – 31.08.26 or sooner if achievable following the publication of the notice of intention to commence Local plan preparation.
- 2.2. The Council is required to publish its notice of intention to commence Local Plan preparation on 30 June 2026 and the scoping consultation is timetabled to commence on the 20th July 2026 following cabinet endorsement on the 6 July 2026. If the consultation set up is completed sooner officers may bring forward the start and finish date as appropriate. Alongside the consultation it is intended to also run a second opportunity for potential development sites to be submitted for assessment through the call for sites.
- 2.3. Guidance advises that to provide meaningful early engagement in the plan-making process, local planning authorities must invite representations on matters including what the plan should contain and how future engagement on the plan should be carried out. This must take place after or alongside publishing the notice of intention to commence Local Plan preparation. Representations must be invited from the defined general and specific consultation bodies and can be made by any persons, including local residents.
- 2.4. The consultation must conclude (*and allow time for assessment and decision making- my emphasis*) prior to the publication of the Gateway 1 self-assessment summary which is the start of the 30-month Plan making period and which is mandated for 31 October 2026.
- 2.5. At this stage (Gateway1) feedback from the early scoping document and internal work leads to the Council publishing a summary which sets out details of our readiness for Local Plan preparation. This assessment must provide details of the local planning authorities readiness in relation to:
- Project management and governance arrangement

- The timetable for the preparation of the plan
 - Consultation and engagement
 - Anticipated Local Plan content
 - Environmental assessments
- 2.6. In order to ensure appropriate feedback is obtained the scoping document is set out in sections.
- Section 1 outlines how to respond
 - Section 2 outlines base line information with regard the New Plan making requirements and process
 - Section 3 outlines base line information with regard to more recent changes to the national planning system and hence the planning context that plan making has to work in.
 - Section 4 provides base line information though a district overview in a social economic and environmental context
 - Section 5 sets out the parameters of the scoping consultation around what the plan should contain and its approach to engagement during the plan preparation stages.
 - Section 6 sets a series of questions around each theme.
- 2.7. Governance arrangements will be subject to a separate report.
- 2.8. In particular and in line with guidance the scoping document seeks opinions on potential Vision of the Plan and up to 10 measurable objectives. It does this through an initial and iterative SWOT analysis of North Norfolk's strengths, weaknesses, opportunities and threats and concludes with a number of potential key priorities that will be important for inclusion within the Local Plan's vision.
- 2.9. The document then outlines the minimum housing requirements that the Council must seek to plan for in accordance with the new mandated national standard methodology and seeks views and reasoned argument around the identified options in seeking to accommodate growth and the establishment of an appropriate spatial strategy in the context of the district and national policy consideration. At this stage it is emphasized that no decisions have taken place these are potential options and the purpose of the consultation is to gauge feedback on the potential approaches.
- 2.10. Any strategy and the Local Plan as a whole needs to be underpinned by relevant and up to date evidence and be tailored to the area and Plan objectives. Evidence must be **relevant, proportionate, up to date and adequate to justify policy choices and soundness matters at examination**. It is therefore important to collate the required base line evidence to support plan making in the early plan making stages and to ensure it remains iterative throughout the process. As such the document outlines the indented evidence documents and seeks feedback on their appropriateness.

- 2.11. The scoping document is set out in **Appendix 1**. As this material will be uploaded along with the response questionnaire into the Council's digital objective keystone publishing and consultation portal (an updated version of the software previously used for the Local Plan) the final format and layout of the consultation documents may appear different. The vast majority of feedback from stakeholders and members of the public is anticipated to be via the questionnaire and this platform in line with the government's digital agenda the tight timelines and resource constraints. However alternative methods will be made available for submission for the questionnaire.

3. Proposals and Options

- 3.1. As the requirement is mandatory no other options have been considered

4. Corporate Priorities

- 4.1. Local Plans give Councils the unique ability to shape land-use across administrative areas, which makes it one of the most influential documents Councils prepare. A Local Plan influences government and stakeholder policy on matters like inward investment for jobs growth and infrastructure, locally it is the basis on which local communities can write a neighbourhood plan for their town or village, and on a day-to-day basis it guides every planning application that is determined.
- 4.2. Delivering and ensuring that the Local Plan remains current and delivers on the minimum housing requirements and site allocations is a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A Strong, Responsible & Accountable Council

5. Financial and Resource Implications

Budget

- 5.1. The consultation is undertaken within the current staffing and Local Plan budget. The Council is currently advertising two further growth position and one replacement officer within the team.

Comments from the S151 Officer:

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

6. Legal Implications

- 6.1. The new plan-making system covers plans prepared and adopted under the Planning and Compulsory Purchase Act 2004, as amended by the Levelling-Up and Regeneration Act 2023. The scoping stage is mandated as part of the early pre-commencement work required to be undertaken at this stage

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.

7. Risks

- 7.1. There are a number of current risks which are not considered exhaustive:
- A failure to endorse at this stage would impact on the time scales and the ability of the Council to meet the mandated Gateway one and the overall scheduled 30-month period.
 - Changes in staff resources could negatively affect the ability of the Council to progress feedback and make the necessary timely process on evidence gathering and early preparatory work.
 - Staff recruitment could be unsuccessful and as such impact on resources, moral and next stages of the review.

8. Net Zero Target

- 8.1. No assessment has been made against the Council's Net Zero 2030 Strategy & Climate Action Plan.

9. Equality, Diversity & Inclusion

- 9.1. Any new Plan would need to undergo Equality Impact Assessment, (EqIA) in accordance with The Equality Act 2010, as amended 2023. This would take place as a significantly more advanced stage.

10. Community Safety issues

- 10.1 None.

11. Conclusion and Recommendations

- 11.1 Production and consultation on the Scoping Document is necessary in line with instruction from MHCLG, statutory secondary legislation, and published guidance.

11.3 Recommendations

That Cabinet resolves:

- 1) To progress the scoping consultation based on the material detailed in Appendix 1 in line with Government expectations, statute requirements and the project timescales.**
- 2) Delegates authority to the Planning Policy Manager to make any further necessary non-material modifications including consultation set up format as required.**

Appendices

Appendix 1: Draft Scoping Document (PDF version)

North Norfolk Local Plan Review

Scoping Consultation: Regulation 20

July 2026



Blakeney



Warham



Coast



Hindringham

**North Norfolk District Council
Planning Policy Team**

01263 516318

planningpolicy@north-norfolk.gov.uk

Planning Policy

North Norfolk District Council

Holt Road, Cromer, NR27 9EN

**All documents can be made available in
Braille, audio, large print or in other languages.
Please contact 01263 516318 to discuss your requirements**



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1 Introduction

- 1.1 **The purpose** of this consultation is to provide the opportunity for meaningful early engagement in preparing the Council's new Local Plan by seeking views from local residents and stakeholders as to what the Plan should contain and how future engagement should be carried out.
- 1.2 The starting point for this is to review the recently adopted Local Plan to ensure that the policies within it either remain consistent with, or can be brought into alignment with, the new plan-making system, as explained below.
- 1.3 The consultation will **run from Monday 20 July 2026 to Monday 31 August 2026** and details of how to respond are included below.
- 1.4 Simultaneously, a **Call for Sites consultation is also running** giving those wishing to put forward potential development sites for consideration a further opportunity to do so. **For more details and to submit a site to the Call for Sites, please follow the link below to the Council's [Call for Sites main webpage](#) and follow the instructions provided:**
- 1.5 **Plan Review Context:** In order to ensure Local Plans are kept up to date and significant weight is given to Local Plan policies and priorities in the preparation and determination of planning applications, Local Planning Authorities, are required to review Local plans at least every five years.
- 1.6 The new Government has recently introduced significant changes including legislating for a new plan making system and widespread changes to the National Planning Policy Framework (NPPF) and Planning Practice Guidelines (PPG).
- 1.7 The Council adopted its current Local Plan on 17 December 2025, however the Government require us to update our Local Plan in order for us to respond to their reforms to the planning system which are intended to increase the delivery of new homes and support economic growth. Key elements of the existing Plan will become out of date when it becomes five years old. Responding now will also ensure that the district maintains an up-to-date Plan within the five-year review period and ensure we are able to plan sustainably for the higher housing requirement the government has now set for us.
- 1.8 Without this work there is a significant increased risk of unplanned development which will make it harder for responsible bodies and infrastructure providers to plan for and deliver appropriate infrastructure in the right place at the right time. It will also make it harder for the relevant Council to plan for and deliver on future services such as education, highway improvements and adult social services.

How to respond to the consultation

- 1.9 A detailed overview and analysis of the issues now being consulted upon at the early stage of Plan making is contained in this scoping document. A series of questions are then set out in Section 6 to guide feedback. Submit your comments via the [consultation portal](#) between **Monday 20 July** and **Monday 31 August 2026**.
- 1.10 In line with the Government's digital planning agenda, the Scoping Consultation is being conducted online. Our online consultation portal is designed to help you complete the response form accurately. It supports transparent and cost-effective engagement, allowing responses to be managed efficiently.
- 1.11 We are unable to accept responses received outside of the advertised consultation period.
- 1.12 Those wishing to submit sites for assessment as part of the Call for Sites can do so at www.north-norfolk.gov.uk/callforsites

Accessibility

- 1.13 If you have any difficulty submitting a response, or have specific accessibility requirements, please contact us:

Planning Policy
NND Council Offices
Holt Road
Cromer
NR27 9EN
planning.policy@north-norfolk.gov.uk
01263 513811

What happens next?

- 1.14 The feedback received will be reviewed to identify the main considerations and suggestions raised. This will help shape the next stage of the Local Plan review and will inform more detailed proposals for future consultation. A summary of the Scoping Consultation will also be published so that participants can see who was invited to comment, and how the Council has considered the feedback so far.

2. New Plan Making Requirements

- 2.1 This project will review the Adopted Local Plan and prepare a new-style Local Plan under the Planning and Compulsory Purchase Act (PCPA) 2004, as modified by the Levelling-up and Regeneration Act (LURA) 2023, in accordance with the new plan-making system set out by the UK Government, including the emerging new National Planning Policy Framework which will incorporate Plan-making and national decision-making policies (which local plans should not repeat or seek to alter) and Local Planning Regulations 2026. The Plan will form an updated statutory Development Plan for North Norfolk, setting a clear vision, development strategy, and strategic land-use framework required to guide planning decisions.
- 2.2 It is expected that the **Plan will set out a vision and spatial development strategy for the district and focus on development site allocations and local spatial policies**. More general policies will be replaced by the national decision-making policies contained in the new NPPF, which is timetabled to be published by the government in summer 2026. A consultation draft was issued in December 2025 and more information on this proposed reform of the NPPF and the timing of the release of the final version can be found here: [National Planning Policy Framework: proposed reforms and other changes to the planning system – GOV.UK](#)
- 2.3 The new plan-making system is characterised by a more efficient and **regulated 30-month preparation process**¹. The Council is required to undertake preparatory work as part of the early stage of preparing for Plan review, providing at least four months' notice prior to start of the formal 30-month period.
- 2.4 The Council is required to issue a notice to commence a new style Local Plan on or before 30 June 2026, which means the 30-month timeframe for Local Plan review, examination and adoption, will start on or before 31 October 2026.
- 2.5 This early-stage preparation incorporates a number of actions many of which are underway:
- Prepare and publish details of the time scales for producing the new local plan. As required by the regulations the timeline will be kept under review and updated monthly when required.
 - Issue a notice to commence a new local plan no later than 30 June 2026 (Regulation 19).
 - Issue a Call for Sites to help understand what land is available for development.
 - Undertake a Scoping Consultation (this consultation) (Regulation 20) seeking views on what the Plan should contain and how to engage.
 - Scoping and preparing the evidence base.

¹ [30-month local plan process: an overview - GOV.UK](#)

- Gather baseline information, knowledge and an understanding of the area.
- Gather baseline environmental information to help establish the base line for the required environmental report to support the Strategic Environmental Assessment. As set out in [The Environmental Assessment of Plans and Programmes Regulations 2004](#).
- Establishing project management and governance arrangements.
- Drafting a vision, Plan objectives, and measurable outcomes.

2.6 The new Plan making system then includes two further formal consultation stages, a number of Gateway assessments and a shorter more efficient examination.

- Under Regulation 23 and following a self-assessment at Gateway 1 on Plan readiness the Council will consult on the **Proposed Local Plan content and evidence including the proposed Vision - anticipated Spring 2027:** This consultation will focus on the draft vision of the Plan and proposed aims and objectives, the proposed spatial strategy and a summary of the evidence gathered/still to be gathered. It's likely that this consultation will include an overview of the suitability of all the sites received and assessed and potentially identify the broad direction(s) of growth. It's also anticipated that the level of detail and scope of the Environmental report, SEA will be consulted upon at this time.
- Under Regulation 27 and following observations and feedback from the Planning Inspectorate to support early resolution of potential soundness issues and progress towards meeting the prescribed requirements at Gateway 2, the Council will **consult on the Proposed Local Plan in Winter/ Spring 2028:** this will be a consultation on the full draft Plan before it is finalised, tested at Gateway three and then once successfully passed, submitted for examination by an independent examination, expected Winter 2028.

2.7 Table 1 below outlines the key stages and contains a summary of the key milestones within the new plan making process. More information can be obtained in the Plan making regulations explainer [Plan-making regulations explainer – GOV.UK](#)

Summary of key milestones & stages within the new plan-making system

Key Milestone	Regulation Reference	Stage Summary	Timeline ²
Notification: intention to commence Plan making	Reg. 4(1)(a) + Reg. 19	Publication of notice. Notification period must be at least four months so as to raise awareness and ensure stakeholders are aware	30/06/2026
Consultation 1: scoping	Reg. 4(1) + Reg. 20(4)	Seeks views on what the Plan should contain and feedback on how to engage with stakeholders	W/C 20/07/2026 31/08/2026

Gateway 1: self-assessment of readiness	Reg. 4(1)(d) + Reg. 21	Publication of a self -assessment of the Council’s readiness to start the 30-month plan preparation material. (prescribed template)	W/C 31/10/2026
Consultation 2: content & evidence	Reg. 4(1)(f) + Reg. 23(4)	Minimum 6-week consultation on the proposed Local Plan Vision, objectives, emerging spatial strategy, (and site options), SEA scope and evidence to date.	W/C 12/04/2027 24/05/2027
Gateway 2: Independent review	Reg. 4(1)(g) + Reg. 26	Seek observations and advice from the Planning Inspectorate to support early resolution of potential soundness issues and progress to the prescribed requirements of Gateway 3.	W/C 01/11/2027
Consultation 3: proposed Local Plan	Reg. 4(1)(i) + Reg. 27(4)	Minimum 8-week consultation on the proposed Local Plan and supporting documents	W/C 13/03/2028 08/05/2028
Gateway 3: independent testing	Reg. 4(1)(j) + Reg. 31	Testing by the Planning Inspectorate against the prescribed requirements and whether the Plan is ready to be submitted for examination. Prescribed requirements relate to legal compliance, availability and completeness of required submission documents, and whether the Plan and the council are ready to proceed. If the Council do not successfully pass through Gateway 3, the Council cannot proceed to examination and are required to make the necessary changes and re-do the gateway assessment	W/C 09/10/2028
Submission	Reg. 4(1)(k) + s.15D(1)	Formal Submission of the Local Plan. Triggers commencement of the examination	W/C 18/12/2028
Examination		Undertaken by the Planning Inspectorate the examination will assess whether the Plan is “Sound”. Meaning it meets the test of soundness set out in national planning policy. Those who have made representations on the plan during its preparation will have the right to present their views to the inspector. The inspector may recommend that modifications are required to be found sound. If this is the case, proposed modifications may need to be consulted on. This will likely extend the timeframe for the examination.	December 28-March 29
Adoption	Reg. 4(1)(l) + s.15EA	Subject to the conclusion of the examination and full council decision	W/C 30/04/2029

		the new local plan will be brought into effect and the existing Plan revoked.	
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Table 1 Summary of Key Milestones & Stages within the new plan-making system

2.8 Full details of the timescales for producing the new Local Plan are set out in the Council’s Local Plan timetable which can be viewed online on the [Local Plan Review](#) webpage. This will be kept up to date throughout the period our new Local Plan is being prepared.

3. Changes to the National Planning System

- 3.1 Recent changes by the government to the planning system will have a direct impact on how the Council plans for the district's future growth.

Changes to increase the assessment of housing need

- 3.2 The Government's "standard method" for assessing local housing need (used to inform housing requirements in Local Plans in England) underwent a significant reform in December 2024. The Council must plan to meet as a minimum all of their housing needs as identified by the new standard methodology and In England, Local Planning Authorities are legally required to review their Local Plans at least once every five years to assess whether policies need updating. The housing requirement in the adopted plan is now meeting less than 80 per cent of local housing need as defined by the new methodology, and in this situation the Council is required to commence local plan review to the prescribed timetable set out above.
- 3.3 Rather than being based on household projections the new prescribed figure and methodology are based on a proportional increase to the existing housing stock with an affordability adjustment (uplift), the size of which is dependent upon a five year median average house prices relative to incomes ratio.(the affordability ratio published by the Office of National Statistics).For every 1% the ratio rises above a specific threshold, the housing need figure is adjusted upwards, with an upward adjustment multiple of 95%. More detail is available [here](#)
- 3.4 The Council is required to plan for **932 dwellings per annum**, an increase of 375 dpa on the current Local Plan objectively assessed needs set at 557 dwellings per annum - a 65 % increase.
- 3.5 It important to note this is an unconstrained assessment of the minimum number of homes the Council is required to Plan for. The actual housing requirements set in the Plan will also be dependent on the consideration of constraints, land availability and deliverability.

Housing Land Supply

- 3.6 Local planning authorities are required to maintain a five-year housing land supply in order to demonstrate they have enough specific, deliverable land available to meet their current housing needs for the next five years.
- 3.7 A failure to demonstrate this means that policies in the NPPF would take precedence and the Council would find it more difficult to refuse planning applications where necessary, even if they go against the adopted Local Plan and local preferences.
- 3.8 Currently the Council can demonstrate a [7-year supply of housing supply](#). Maintaining at least a five-year supply depends on the rate of housing completion

and delivery as well as market circumstances; factors which in the main are beyond the Councils influence.

Removal of the Duty to Co-operate

- 3.9 Regulations came into effect early 2026 removing the Duty to Co-operate from the Plan making system. Although this legal test has been removed, co-operation is still required between Local planning authorities through a more flexible system of “**effective co-operation**” backed by strategic planning. Planning Authorities must still work with neighbouring authorities to address cross-boundary issues, infrastructure requirements and delivery, and any unmet housing needs. At Gateway Assessment and Examination, Inspectors will require evidence of co-operation, however, failure is no longer a legal showstopper but a question of soundness and policy judgement.
- 3.10 The Council and neighbouring authorities all continue to work together through the jointly resourced [Norfolk Strategic Planning Member Framework](#).

Changes to the National Planning Policy Framework

- 3.11 Following sweeping overhauls to the planning system and the [draft revisions to the National Planning Policy Framework](#) (NPPF), the government is introducing several changes to how local and national interests are balanced.
- **Rules-Based Approach:** The system now establishes a "default yes" to development that aligns with specific national policy criteria, shifting power away from local vetoes.
 - **No Duplication:** Local authorities are instructed not to replicate, restate, or modify national decision-making policies in their own local plans.
 - **Prioritisation of Growth:** Significant weight is afforded to development in desirable areas, specifically sites close to transportation hubs and areas where evidence shows an unmet housing need.

The emerging revised NPPF (2025/26) gives a clear steer towards a more permissive and pro-development planning system in order to “*boost housing delivery and economic growth*” through its approach of stronger national approaches and decision making, and a simplified rules-based system. Although it is not a blanket approval, the ‘presumption in favour of sustainable development’ will apply to all development within settlements unless harms “substantially outweighs the benefits”.

- 3.12 **National Decision-Making Policies (NDMPs)**, also referred to as National Development Management Policies, are centralised government policies that aim to provide consistent rules and standards. These NDMPs are non-statutory, with the intention that they will be a material consideration in decision-making, limiting local variation and increasing consistency. It is intended that new local plans do

not duplicate, substantially restate or modify the content of these policies. In some cases, the policies are expected to express how much weight to certain benefits should be given in the planning balance at decision making stage. Local Plan and neighbourhood plan policies that are in any way inconsistent with NDMPs should be given very limited weight.

- 3.13 **Streamlining Local Standards:** Restrictions on the Council’s ability to set local standards other than those set out in building regulations, such as the use of the optional prescribed space standards and accessible housing standards (with the exception of water use). Policies HOU8 & 9 of the current Local Plan currently evoke the optional minimum space and accessible standards, and Policy CC4 minimises development impact on water supplies to the lowest legal limit set by the water efficiency requirements at the time.
- 3.14 **Prioritising development on Brownfield land:** The emerging NPPF strengthens the approach to brownfield first (previously developed land). In plan-making the Council is expected to prioritise brownfield sites in allocations and maximise the reuse of previously developed land and focus growth in urban areas first. If the brownfield capacity is insufficient then sequentially this will result in greenfield releases. **It should be noted that North Norfolk does not have any land designated as greenbelt land and little land that is classed as previously developed land. the Annual Monitoring Report shows that in 2024/25 only 130 dwellings were completed on previously developed land.**
- 3.15 The introduction of a new ‘**medium development**’ category, as set out within Annex C of the draft NPPF, 2025. The category is currently proposed for schemes of 10 to 49 homes, and on sites up to 2.5 hectares. The changes aim to remove obstacles to bringing forward smaller parcels of land and encourage the growth of small and medium-sized builders. In addition, **new local plans will be expected to allocate at least 10% of the housing requirement to smaller sites.**
- 3.16 **Higher density development:** The changes in the NPPF support higher density development in sustainable locations with good access to services. there is a clear expectation that Councils should set minimum densities in well-connected locations, including around train stations and town centres, and support an overall increase in density within settlements.
- 3.17 **Concentration for growth in and adjacent to settlements:** Development should be supported in principle in identified settlements unless there would be substantial harm. Outside of settlements, the form of development continues to be restricted in order to prevent unsustainable patterns of growth and to conserve rural character. However, the list of developments considered appropriate outside settlements is broad and now includes such items as: rural business and services which need to be located outside settlements, and development of other sorts which would meet an evidenced unmet need (for example in instances where there is not a five-year housing land supply). The proposed NPPF adds the proviso that in such circumstances development should be well-related to an existing

settlement (unless the nature of the use would make this inappropriate), to guard against development being badly located.

3.18 In defining what is a settlement the emerging draft NPPF *'Includes cities, towns, villages and other predominantly built-up areas, including land which is allocated or has permission for development which will form part of the built-up area once the development is complete. This includes areas defined as a settlement in the development plan (whether using defined settlement boundaries or equivalent terms, or criteria for identifying settlement extents). Settlements do not include hamlets and scattered groups of houses located outside predominantly built-up areas, unless specifically defined as a settlement in the development plan.'* Source draft NPPF Annex B: Glossary

3.19 Changes to the definition of a Designated Rural Area in the definition for Affordable Housing policy: changes are included in the draft to support the provision of much needed social and affordable housing in rural areas. This includes amending the definition of Designated Rural Areas in the current Framework glossary to allow affordable housing contributions to be sought on minor development in parishes with a population of 3,000 or less and a population density of two persons or less per hectare. This is not intended to alter the way in which those areas currently designated as 'rural' under Section 157 of the Housing Act 1985 (as identified in the current Local Plan) are treated, or how that designation is achieved. Further support remains for affordable housing on rural exception sites.

3.20 Promoting economic growth: through the use of flexible site allocations and the non-proliferation of overly prescriptive requirements on acceptable uses. The Government's aim is to provide employment land that can more readily adapt to changing commercial demands. The expectation is that new style local plans will also meet the needs of a more modern economy and growth by giving substantial weight to the benefits of supporting business growth. In terms of rural business development, the proposed changes align with the wider policies for inside and outside settlements and strengthen support for various types of agricultural development and diversification. Opportunities should be well related to existing development and use PDL where possible.

Removal of Supplementary Planning Documents and the introduction of Supplementary Plans

3.21 The transition from Supplementary Planning Documents (SPDs) to Supplementary Plans reflects wider reforms, particularly those set out through the Levelling-up and Regeneration Act 2023. The intention of these changes is to strengthen the effectiveness of supplementary guidance within the plan-making system. Under the previous system, SPDs were intended to provide additional detail to policies in the Local Plan, but they were not part of the statutory development plan. This meant that, although they could be material considerations in decision-making, their influence was often limited and included within the plan's evidence base.

- 3.22 A key reason for introducing the new Supplementary Plans is to address this by giving such documents a clearer and more robust role in planning decisions. The changes to the planning system seek to streamline plan-making by reducing reliance on lengthy Local Plans and enabling authorities to produce more focused, topic-specific documents that can be updated more quickly. In practice, Supplementary Plans can cover a multitude of issues and topics that the Council consider necessary to include in a Supplementary Plan.
- 3.23 The key difference between the two lies in their legal status and planning weight. SPDs do not form part of the development plan and therefore could not introduce new policy, only expand upon existing Local Plan policies and provide supporting evidence. However, Supplementary Plans are intended to form part of the development plan itself. This means they will carry full statutory weight under section 38(6) of the Planning and Compulsory Purchase Act 2004, requiring decisions to be made in accordance with them unless material considerations indicate otherwise.
- 3.24 Overall, the change to Supplementary Plans represents a move towards a more flexible plan-led system. By replacing SPDs, the planning system aims to ensure that detailed local policies are not only easier to prepare and update but also carry the full weight necessary to shape development outcomes effectively.

Environment Assessment Changes: Sustainability Assessment

- 3.25 Under the new plan-making system, the **requirement to carry out Sustainability Appraisal** as required under the Planning and Compulsory Purchase Act 2004 has **been removed**, while the requirement for Strategic Environmental Assessment (SEA), as required under the SEA Regulations 2004 remains. This will involve the preparation of an environmental report that identifies, describes and evaluates the likely significant effects on the environment of implementing the plan or programme, and the reasonable alternatives taking into account the objectives and geographical scope of the plan or programme.
- 3.26 Current government guidance does not yet provide specific guidance on this matter. However, references to environmental assessment in the plan-making guidance focuses only on SEA (see [New local plan-making roadmap](#))
- 3.27 The SEA Regulations require the scoping of environmental effects as well as broader topics such as population, human health and ‘material assets’ which all need to be addressed. This means that, in practice, the scope of the assessment remains relatively broad and does extend into some social and economic issues. The main difference lies in how the assessment is framed and reported, rather than what is assessed, as a clearer focus on SEA requirements is likely to support more concise, targeted reporting.
- 3.28 A structured SEA process will be maintained that aligns with key plan-making stages. As such, SEA scoping will commence alongside Local Plan scoping to

ensure that the framework for assessment is in place early in the plan-making process, before options emerge, and will mean that the Council is ready to undertake SEA of options as soon as they are identified for consideration.

Introduction of Spatial Development Strategies (SDS)

3.29 The new plan making system and emerging updated NPPF support the structure and operation of a new planning system comprising of three levels of Plan making

- Strategic: Spatial Development Strategies (SDS)
- Local: Local Plans, Minerals and Waste Plan, and Supplementary Plans
- Neighbourhood: Neighbourhood Plans

3.30 Spatial Development Strategies are intended to be high-level, strategic plans that provide a cohesive framework across regional and sub-regional, or combined authority areas. The intention is that they will set a 20-year vision, ensuring that local planning authorities align their detailed policies with the wider sustainable growth and climate reliance goals. The Norfolk and Suffolk SDSs will be drawn up by the elected Mayors following the Mayoral elections currently due to be held May 2028. It is not expected that the SDS will directly inform this round of Local Plan making.

Environmental Delivery Plans

3.31 A key part of the Planning and Infrastructure Act is the Nature Restoration Fund (NRF). The Nature Restoration Fund(s) aims to accelerate the building of homes and infrastructure while diverting the impact into the recovery of protected sites and species.

3.32 The NRF introduces a new way for housing and infrastructure developers to meet their environmental responsibilities where their projects affect protected sites or species. Natural England will deliver the NRF through Environmental Delivery Plans (EDPs). Each EDP will cover a specific area and outline a package of conservation measures that will address one or more impacts of development on a protected site or species. Where an EDP is in place, developers can make a payment into the NRF to meet their environmental responsibilities and crucially unlock development which might otherwise have stalled.

3.33 Towards the end of 2025 the government released guidance on the timetable for EDPs. The intention is that the first EDPs will begin consultation/engagement early in 2026, with the first EDPs to go live spring/summer 2026. The first EDPs will focus on areas and catchments that have significant pressure from nutrient neutrality issues.

3.34 In December 2025, Natural England gave notice of its intention to prepare a number of Environmental Delivery Plans in 2026. Two will apply to the North Norfolk district. The first tranche of EDPs being prepared will cover nutrient pollution from development, with one being prepared for The Broads Special Area

of Conservation (SAC) (including River Wensum SAC). The second tranche will be prepared for great crested newts, which is relevant to North Norfolk, being a place where the species is materially present.

- 3.35 Each EDP will set out the conservation measures that will be brought forward to materially outweigh the impact of the development on the environmental feature that the EDP covers. Once in place, developers will be able to pay the relevant nature restoration levy which will discharge the relevant environmental obligations covered by the EDP. Natural England will use this money to deliver the necessary conservation measures.
- 3.36 Whilst the full details regarding EDPs is still emerging, it is clear that once formally agreed by the Secretary of State, they will provide an alternative way for developers to address and pay for impacts on protected sites and species.

Local Nature Recovery Strategies (LNRS)

- 3.37 In complying with the strengthened duty set out in the Environment Act 2021, the Planning Practice Guidance (PPG) confirms that all public authorities must “have regard” to any relevant LNRS. As informed by Defra, it is understood that the PPG is likely to be updated to ensure public authorities ‘take account of’ any relevant LNRS. As such, from adoption in October 2025, the Norfolk LNRS is a material consideration in the assessment of planning applications and is being utilised as an important source of information in relation to finding where off-site provision of biodiversity gain would be most beneficial in circumstances where it cannot be fully met on-site.
- 3.38 Therefore, the Norfolk LNRS will play a key role in channelling nature recovery going forward. The Strategy includes a description of the area covering the full range of Norfolk’s habitats from its coast, farmland, woodland, grassland and heathland to its freshwater habitats and urban and built environment. It also identifies Norfolk’s priorities and measures to guide recovery and enhancement of local species and habitats by highlighting specific habitat priorities, key species, habitat-based species assemblages and the environmental benefits of nature-based solutions (NbS) following the nature recovery principles.
- 3.39 The LNRS Local Habitat Map identifies existing natural areas and key locations and opportunities for potential enhancement, expansion and improved habitat connectivity. The mapped measures also indicate where wider environmental benefits will be recognised using nature-based solutions delivering for example, flood risk mitigation and improved water quality. By mapping specific locations to take such actions, the LNRS aims to drive delivery and funding towards achieving nature recovery in these areas.

Digital planning and engagement

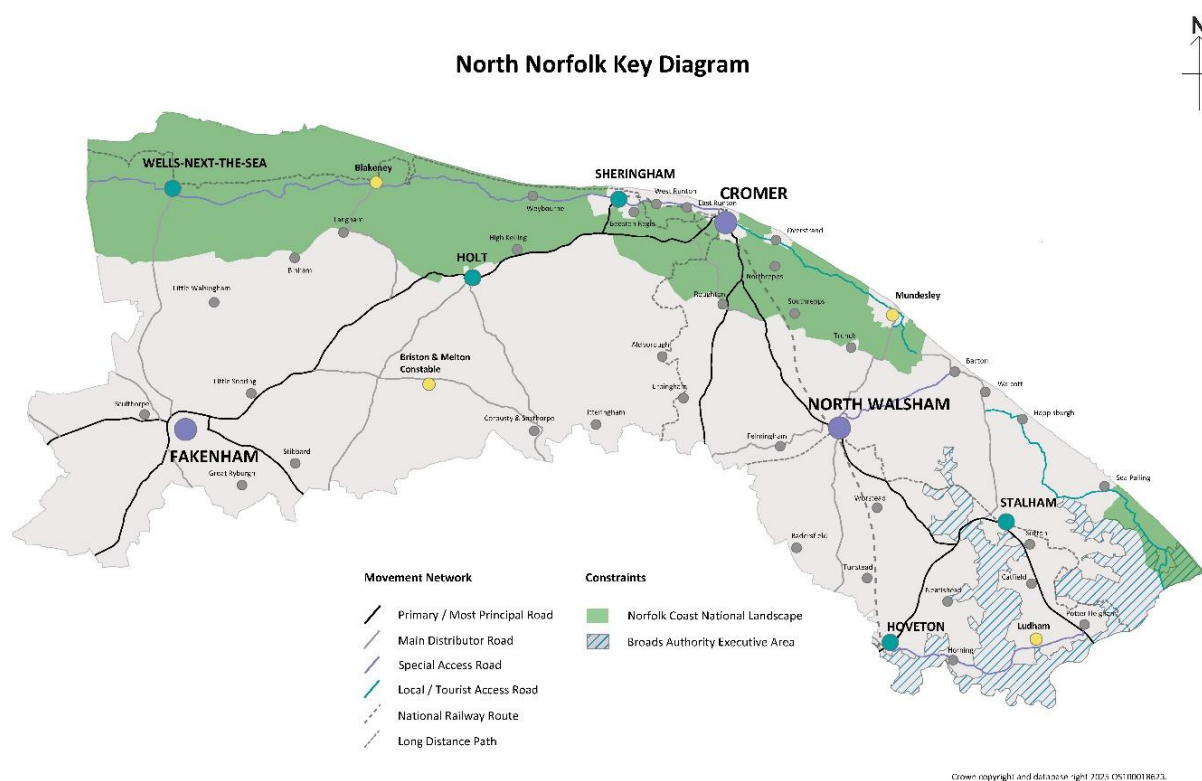
- 3.40 The preparation of new style Local Plans should be supported by robust digital planning processes to improve transparency, accessibility, and efficiency. This

includes using standardised, machine-readable data and geospatial formats so that policies, site allocations, and constraints can be clearly understood and easily shared across statutory consultees and engagement platforms. Embedding these digital approaches early helps ensure compliance with national expectations and supports more effective plan-making.

- 3.41 Digital tools can play a key role in enhancing engagement by presenting complex information in accessible and interactive formats. Instead of relying solely on static documents, authorities can use interactive maps, visual dashboards, and scenario tools to help users explore proposals and understand their impacts. These approaches can improve public understanding and lead to more informed and constructive feedback.
- 3.42 The Government and new regulations expected that engagement should be continuous and inclusive, making full use of digital platforms to widen participation. Online consultation portals, social media, and targeted outreach can help engage communities that are often underrepresented. Authorities should treat engagement as an ongoing dialogue, with clear and user-friendly mechanisms for capturing and analysing feedback throughout the plan process.
- 3.43 Effective digital planning also requires strong data management and governance. Authorities should maintain high-quality datasets, ensure systems are interoperable, and follow recognised standards to enable data sharing. Publishing evidence and engagement outcomes openly can build trust and demonstrate how stakeholder input has influenced plan development.
- 3.44 While digital methods offer significant benefits, it is important to address digital exclusion. Authorities should ensure that traditional engagement methods remain available and that support is provided for those with limited digital access, skills or certain accessibility needs. A balanced approach will help ensure that digital planning enhances participation while remaining inclusive and equitable.
- 3.45 The digital planning requirements for new style Local Plans derive from the Levelling-up and Regeneration Act 2023, which introduces powers to standardise, digitise and make planning data publicly accessible. These powers are implemented through the Planning Data (England) Regulations 2026 and the Town and Country Planning (Local Planning) (England) Regulations 2026, **which establish a digital-first plan-making system supported by mandatory data standards**. National guidance, including Digital Land specifications and GOV.UK guidance on publishing plan data, provides the technical framework for implementation, while the Government's Digital Planning Programme sets the broader policy direction, including a strong emphasis on improving public engagement through digital tools and accessible formats.

4. District Overview

- 4.1 North Norfolk is a large rural area of some 372 square miles. For planning purposes, the Council acts as the Local Planning Authority, LPA for all of the district except the part that falls into the Broads Authority Executive Area. This means that for planning purposes the district is 340 Square miles / 87,040 hectares. There is approximately 43 miles of coastline situated on the northern periphery between Holkham in the West and Horsey in the south-east.
- 4.2 Main settlements are its seven towns and one large Village: North Walsham, Cromer, Fakenham, Sheringham, Holt, Stalham and Wells-next-the-Sea, and Hoveton. These settlements are distributed more or less evenly across the district, which spatially can be divided into three broad areas, west, central and east, with each of these areas defined by the catchments of the three larger towns. Approximately half of the population live in one of the towns. The other half of the population live in a large number of smaller villages, hamlets and scattered dwellings, which are dispersed throughout an extensive rural area. Overall, the district is one of the most rural in lowland England.
- 4.3 Norwich and the Norwich Urban Area is situated approximately 22 miles to the South of Cromer and exerts a significant influence in terms of employment and services. The towns of Kings Lynn situated 20 miles to the West and Great Yarmouth 19 miles to the southeast of Stalham are the principal neighbouring settlements, but their impact on the district is far more limited.



Population

- 4.4 The 2021 census records the population of north Norfolk at 102,979 residents, an increase of 1.5% from the 2011 census. This is lower than the overall increase for England (6.6%) where the population grew by almost 3.5 million to 56,489,800³, and well below the regional average of 8.3% population growth. It was the lowest local authority population change in the East of England. The population in the North Norfolk Local Authority area is however now expected to grow by about 12,000 people between 2024 and 2044, approximately 11.7% with the largest growth expected in the older age bands. In comparison the population of Norwich Urban Area is 213,166⁴
- 4.5 According to the latest Office for National Statistics (ONS) census data, north Norfolk is the local authority area with the highest average age in England and Wales. The graph below shows the data from 2021 Census that in the North Norfolk District 33.4% of its population is over 65, i.e. 1 person in every 3 - well above the England average figure of 18.4% and demonstrates that the ageing demographics are increasing. North Norfolk has the highest proportion of over 65s in England and Wales.
- 4.6 Between the last two censuses, the average (median) age of north Norfolk increased by three years, from 51 to 54 years of age. The number of people aged 65 to 74 years rose by just under 3,000 (an increase of 20.1%), while the number of residents between 35 and 49 years fell by just under 2,900 (16.5% decrease). Furthermore, the statistics show a decrease of 5.6% in people aged 15 to 64 years, and a decrease of 4% in children aged under 15 years.
- 4.7 Only 48% of the population is 'economically active' down from 63% at the time of the 2011 census, which is below the England figure of 58.6%, down from 71% (2011 census).
- 4.8 23.8% of the population is below 29 years of age, which is below the England figure of 34.3%.

³ Figures from Source ONS: [North Norfolk population change, Census 2021 – ONS](#) and [Population - JSNA - Norfolk Insight](#) accessed 21.05.2026.

⁴ Greater Norwich Local Plan 2021

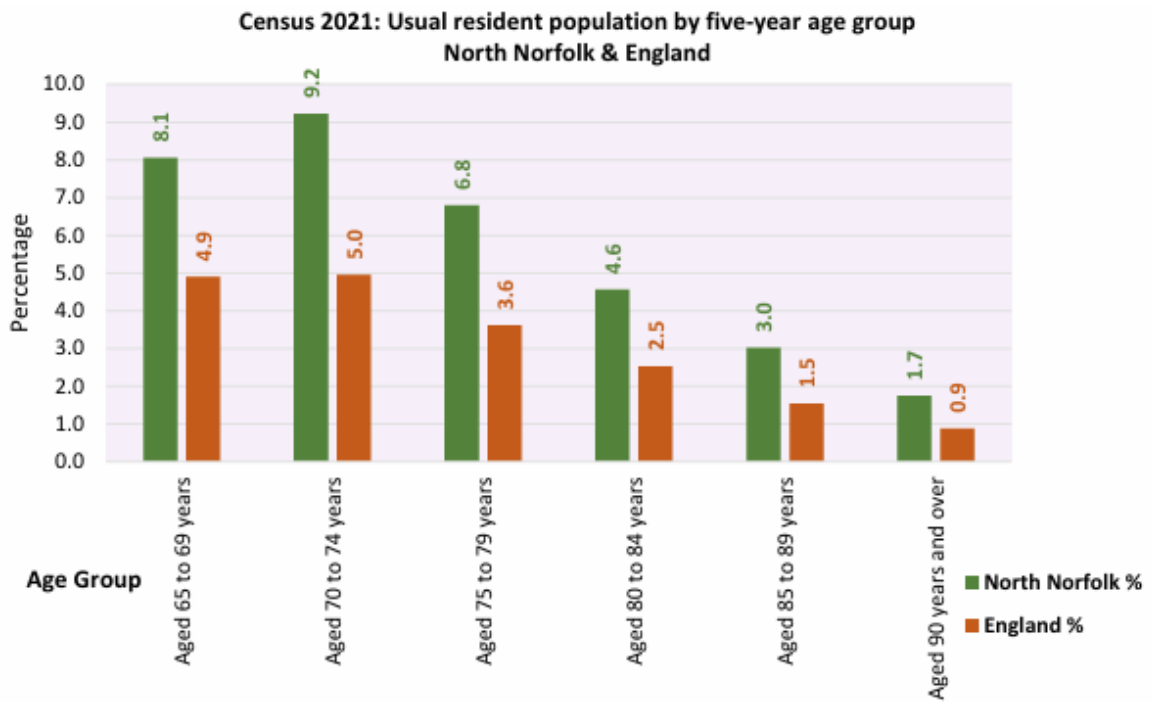
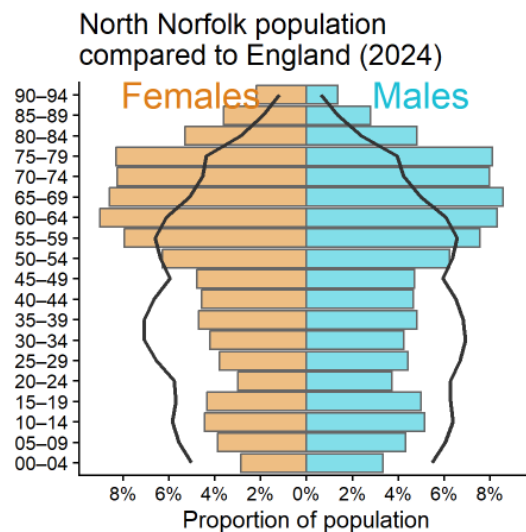


Figure 1: ONS 2021 Census North Norfolk V England Population 65+ source NNDC Population Supplementary Statement Local Plan examination ref EX033

4.9 The figure below shows the north Norfolk area’s population by five-year age bands. The black line shows the distribution for England for comparison



4.10 Across the district the birth rate is falling and with on average there being more deaths than births and only a relatively small growth from net international migration (878 between 2014 and 2024) population growth is mainly driven from net internal migration.

4.11 Overall, the population is projected to increase by around 12,000 between 2024 and 2044 and residents 65 years or older will make up approximately 35% of the population.

4.12 The 2021 Census provides a population summary and demonstrates that approximately 60% of the population live outside the 7 main settlements⁵

⁵ UK census figures vary depending on geography (e.g. civil parish, built up area, or ward) Parish figures (e.g. Cromer, North Walsham, Stalham) can differ slightly from built up areas

Settlement	2021 Pop.
North Walsham	12,630
Fakenham	8,385
Cromer	7,544
Holt	4,015
Stalham	3,572
Wells-next-the-Sea	2,147
Hoveton	2,127
Total large settlements	40,420
Remaining dispersed population	62,559
Total population	102,979

Economy⁶

4.13 In terms of employment, spatially the district functions as three separate sub areas:

- The eastern area of the district which covers North Walsham, Stalham, Hoveton and their surrounds,
- The western area, which covers Fakenham and Wells-next-the-Sea and
- The central area which covers the towns of Cromer, Holt and Sheringham.

4.14 The eastern area of the district has a greater relationship to Great Yarmouth, Norwich and the Broads. This area has historically had high levels of employment in agriculture, the defence sector, manufacturing and Broads based tourism. There has been a decline in manufacturing, particularly food manufacturing, but a growth in the plastics and boat building and marine sectors, with investment and employment growth in these sectors in North Walsham and Catfield. The town's industrial businesses are focused on manufacturing of machinery and equipment, plastics products and metal fabrication. North Walsham has seen the greatest levels of activity within the district. Levels of employment in the tourism sector in this part of the district remain stable but with a change from Broads based boating related activity to small scale land-based accommodation and attractions. The

⁶ Statistics from [Population - JSNA - Norfolk Insight](#), Economic Evidence Base for North Norfolk DC April 2024, The Norfolk Office of Data Analysis, NODA, [PowerPoint Presentation](#): accessed 21.5.26, adopted Local Plan. [Home | Local plan examination library](#).

proximity of this part of the district to Norwich has meant that there is increasing levels of out-commuting. The Eastern sub-region has the largest share of available land area in the district with the town of North Walsham and Scottow Enterprise Park providing the larger quantum of employment land.

- 4.15 The western area of the district has a greater relationship with Kings Lynn and the south. Fakenham acts as a large centre of employment for a large rural area of north-west Norfolk, extending beyond the district's boundary. The town occupies the most accessible location in the district in terms of access to the national road network and, as a result, has strong manufacturing base and presence of distribution companies and is seen as an attractive location for investment. Building off its existing high level of self-containment and its role as an employment centre for surrounding settlements.
- 4.16 Fakenham offers a strong opportunity for sustainable development. The town has seen some change in its manufacturing base with the loss of some jobs in the food processing sector, although this remains the single largest employment sector in the town. Approximately half of the available land within the Western sub-region is within Fakenham. The other half is mostly located in Egmore Enterprise Zone and Tattersett Business Park, two rural locations that have been available for several years, with only limited take-up. Wells-next-the-Sea contains limited supply of employment land; however, there is also little evidence of demand for new industrial development. Tourism and fishing are important sectors to the local economy. The town's location and relative inaccessibility is likely to discourage business start-ups. Any demand is likely to be from local businesses and service providers. Egmore Business Zone lies to the south of the town and has been established to support any investment associated with the growing offshore renewables sector off the North Norfolk Coast.
- 4.17 The central area is dominated by tourism with the resort towns of Cromer and Sheringham and the wider Norfolk Coast National Landscape providing a large number of jobs in the hospitality sector. There are also a large number of jobs in retailing and public administration – with Cromer being the administrative centre of North Norfolk District Council and having a small district hospital, and department of work and pensions office. The coastal towns are subject to further constraint due to their environmentally sensitive locations. It has long been regarded that the towns of Cromer, Holt and Sheringham function as a network in terms of movement for employment between the towns. The Business Growth Sites Delivery Strategy [Local Plan Examination ref [H6](#)] concludes that given this area is a more localised market (with the Eastern and Western subregions having larger businesses and more outward looking economies), it is appropriate that the central sub-region has the lowest share of available land.
- 4.18 The Council's approach is one that guides new employment generating development towards designated employment sites and to additional allocations, both employment and mixed use, in order to serve local markets, provide choice

and opportunities and align with the strategic growth ambitions. To facilitate employment land provision, the adopted local plan is predicated on projecting forward past land take up rates of 1.6 ha annually since 2000 as this is identified as the best indicator to reflect the market, particularly in relation to industrial land for manufacturing uses. On this basis, the current local plan identifies 55.26ha of employment land which is sufficient to factor in potential fluctuations in the market and flexibility through choice to meet the need for 24ha. There is enough pipeline supply in theory to ensure that the district can meet its need for approximately 34 years.

- 4.19 This potentially presents a misleading picture as the available land may not always be suitable or suitably located in order to meet the range of employment opportunities within the market and so the local plan contains a number of specific employment policies that set the parameters for employment development outside the existing designated employment areas, tourism development, and the re-use of buildings in the countryside for commercial use.
- 4.20 The economy in north Norfolk remains fairly narrowly based with a relatively high dependence upon employment in the agriculture, retail, public services and tourism sectors. The local economy is particularly characterised by the fact that the majority of employees (84%) work in small businesses. Whilst there has been a change in the business base of the manufacturing sector with business closures / rationalisations in the food processing and engineering sectors in recent years, there has been a growth in employment in the manufacture of plastic and timber products and marine engineering / boatbuilding, which continue to perform strongly. Significant numbers of employees in the district are engaged in the provision of education, health and social care, public administration, retailing and tourism. In recent years the tourism sector has enjoyed growth through investment in quality accommodation and attractions, and a move to year-round operations capturing short breaks and specialist markets, in addition to the traditional summer holiday. Whilst most of north Norfolk's towns have small industrial estates, the main concentration of manufacturing employment is in Fakenham and North Walsham. Cromer, Mundesley, Sheringham and Wells-next-the-Sea are traditional destination resorts, and Hoveton acts as an important centre for Broads-based tourism.
- 4.21 The Visitor Economy sector has the highest share of business counts (890) within the businesses in North Norfolk (24.89%), followed by the Agri-food Tech sector (779) and then Construction and development (660), Ports and logistics (270), Health and Social work (235)⁷
- 4.22 In terms of statistics the working age population in north Norfolk (typically 15-65) is approximately 52.7%. This is below the Norfolk average of 59% and England average of 63%.

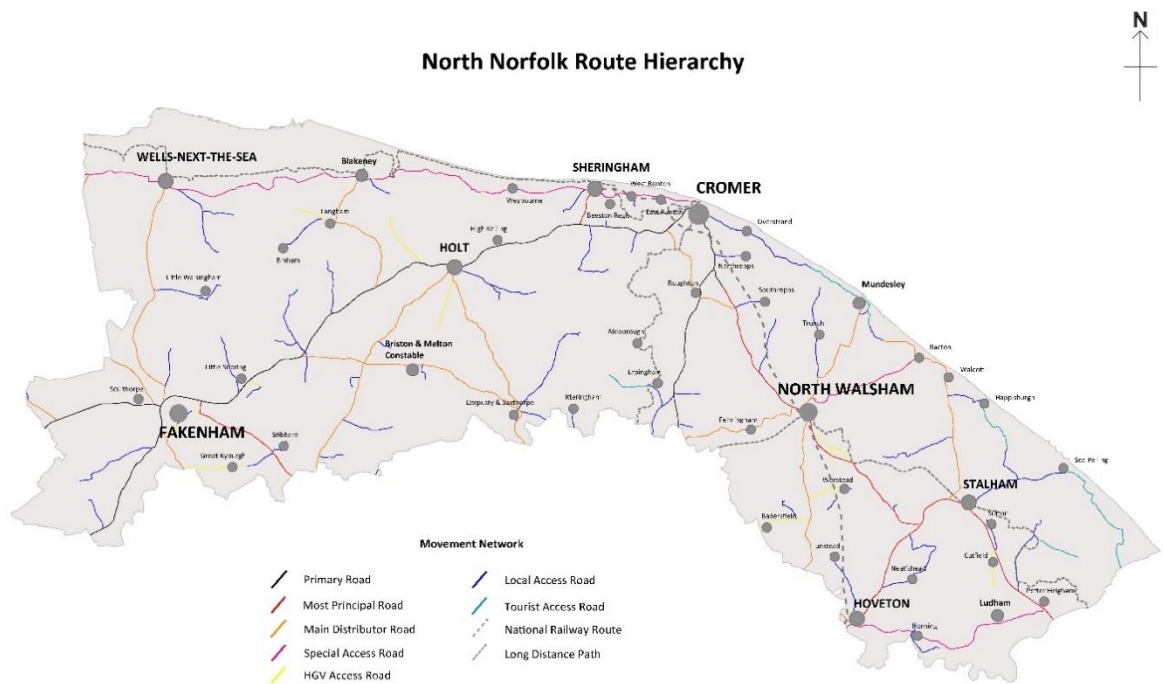
⁷ Economic Evidence Base for North Norfolk DC April 2024, The Norfolk Office of Data Analysis , NODA [PowerPoint Presentation](#) & [Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](#) - UK Business Counts (local units)

- 4.23 The old age dependency ratio for North Norfolk is high at 649 (and projected to increase), when compared to England which is in the region of 300 this shows that north Norfolk has a **much lower share of working-age residents** than Norfolk as a whole and England.
- 4.24 Pay across North Norfolk reflects the lowest resident gross median pay of all the districts (£578.70) and is below the Norfolk average (£600), and the England average (£645.80).
- 4.25 Commuting patterns in north Norfolk show a net outflow of workers from the district, predominantly to other areas of the County, particularly Norwich. 63.3% of employed residents of north Norfolk work within the district, while 70.5% of workers that make up the north Norfolk workforce reside in the district. Analysis indicates that 51.2% of the north Norfolk workforce live within the immediate area of employment, while a further 28.5% live within the district. In total 79.7% of the overall workforce within north Norfolk live and work within the district. These figures are higher for areas such as Cromer, Holt and Sheringham and lower for areas around Stalham and Fakenham where trends of outflow are more prevalent.
- 4.26 Collectively much if this reflects the district's significantly older population and means that there is a relatively smaller workforce to attract new employment and also to support the larger retired population. This is likely to put extra pressure on the working age population and potentially the availability of staff to deliver services and a greater reliance on commuting workers and in- migration. In addition, the population profile leads to sectorial pressure with rising demand especially in areas of health service, social care and assisted living and tends to produce a tight labour market with ongoing recruitment challenges, demand for in-migration and the requirement for workforce retention policies. Many of these issues sit outside the Local Plan, however planning for growth and the rural economy through land-based planning and the Local Plan allow accountable bodies such as the health authority, adult social services and other investors to plan and develop their own investment strategies with more certainty and ensure more timely delivery.

Transport

- 4.27 North Norfolk's peripheral location is reflected in the fact that it has no trunk roads or motorways. Only the A140 (Cromer to Norwich), the A148 (Cromer to King's Lynn - via Holt and Fakenham but also serving Sheringham) and the A1065 (Fakenham to Mildenhall) are regarded as part of the national 'primary route network'. Other important routes are the A1067 (Fakenham to Norwich), the A149 (Cromer to Great Yarmouth – via North Walsham and Stalham) and the A1151 (linking the A149 at Smallburgh to Norwich via Hoveton). The only public rail service is the 'Bittern Line', operated by Department for Transport Operator (DfTO) following renationalisation in October 2025, linking Sheringham, Cromer, North Walsham and Hoveton with Norwich. The 'Poppy Line' provides a tourist attraction

rail link from Sheringham to Holt. There is also the Bure Valley Railway in Broadland which provides a tourist / leisure link between Aylsham and Hoveton / Wroxham along with the “Poppy line” which runs heritage steam trains connecting Sheringham to Holt. Most of North Norfolk’s villages are served only by very limited public bus services. The 'Coasthopper' bus service runs from Hunstanton to Cromer and Mundesley, providing a popular regular service for locals and visitors along the coast and has recently linked in the wider network to Norwich via the Cromer interchange. Related to the modest level of public transport services across the area is the finding from the 2021 Census that 89.4% of households in north Norfolk owned at least one car or van and 43.6% owned two or more vehicles. Census 2021 data indicates that approximately 21,600 of north Norfolk residents travelled to work by car or van as a driver, representing around 64% of all employed residents aged 16 and over. Collectively this reflects a high level of car dependency consistent with the district’s rural and coastal character.



Environment

- 4.28 The landscape of north Norfolk is distinctive within England, characterised by a combination of coastal, rural, and gently undulating countryside environments, with a strong sense of openness and natural character. One of the defining features is its **long, varied coastline**, much of which is designated as nationally important. Much of this coastline falls within the wider designated **Norfolk Coast National Landscape** (formally known as Area of Outstanding Beauty (AONB), reflecting its high scenic value. Away from the coast, the district is predominantly rural farmland and characterised by gently rolling arable landscapes large open fields with big skies and long views. The district is characterised by nine separate landscape types and 16 landscape character areas as listed in Table 4.1 of the [North Norfolk Landscape Character Assessment](#). Each type has its own key characteristics, valued features and qualities.
- 4.29 Along with the Norfolk Coast National Landscape, north Norfolk is nationally and internationally important for wildlife and has significant wetland habitats. The district has 13 internationally designated sites, under the Ramsar convention or the European Habitats and Birds Directives whose designation, protection and restoration is transposed into the Conservation of Habitats and Species Regulations 2017, as amended (commonly referred to as the Habitat Regulations), and often referred to as European sites (Es) and/or Natura 2000 (N2K sites), and which represents a functioning network of the Es as a whole. Each site contributes to an ecological network of protected areas, and includes the North Norfolk Coast Special Area of Conservation SAC/Special Protection Area SPA/Ramsar site, Winterton-Horsey Dunes SAC, Norfolk Valley Fens SAC, Overstrand Cliffs SAC, River Wensum SAC, The Wash and North Norfolk Coast SAC, Great Yarmouth North Denes SPA, Breydon Water SPA/Ramsar site, Broadland SPA/Ramsar site, The Broads SAC, Greater Wash SPA. Collectively these sites all contribute to the unique quality of the districts landscape and are important for migratory birds and coastal and marsh ecosystems.
- 4.30 In addition, the wider district includes part of the Broad's Area, 40 Sites of Special Scientific Interest (SSSI), 255 County Wildlife Sites (CWS), 2 County Geodiversity Sites (CGS) and 42 candidate County Geodiversity Sites (cCGS). Collectively much of the district lies within nationally important landscape and ecological designations, which reflects the high environmental value and sensitivity of the landscape.

Housing

- 4.31 Approximately half of the population live in one of the dispersed seven larger market towns and the larger village of Hoveton. The districts remaining half of the population live in a large number of smaller villages, hamlets and scattered dwellings, which are dispersed throughout the extensive rural area. Overall, the district is one of the most rural in lowland England.

- 4.32 In terms of settlements and built character, the built environment tends to sit relatively lightly within the landscape, reinforcing its overall rural character. Traditional flint, brick and pantiles are reflected in the architectural style. Throughout the district there are a large number of Listed Buildings (2265) and 81 Conservation Area designations.
- 4.33 There are approximately 59,000 dwellings across the district (census data) with approx. 8.3% being recorded as not a principle residence⁸ and are registered as second homes for council tax purposes. The percentage varies across the district with higher concentrations in the coastal communities. Some coastal communities also have a high concentration of holiday accommodation, such as caravan parks and chalets which means that on average 12.6% of the housing stock are classed as second homes and or holiday accommodation. These must also be seen as contributing significantly to the local economy and tourism industry of the district and help sustain the more rural services and employment as well as the wider tourism industry.
- 4.34 The average house price⁹ in north Norfolk was approximately £293,000 in May 2026, down 2.9% from March 2025. The average price paid by first-time buyers was £239,000 in March 2026. Prices are **relatively high given local incomes**, contributing to affordability pressure. The median workplace-based affordability ratio sits at 10.80. This is above the broader Norfolk average of 8.5 and means that, on average, houses prices are approximately 11 times local average earnings. As a result, access to the private ownership market is constrained and a high demand for affordable rented properties persists.
- 4.35 Affordability is stretched for a number of reasons, not least the relatively low levels of local income and high house prices but also the relatively low housing stock, the high number of larger house types, the competing demand with second homes/holiday homes, and the continued low delivery rate of new housing compared to the housing requirements and permissions granted.
- 4.36 The 2025-2030 Five Year Housing Land Supply Statement shows that the district currently has a 7-year supply of homes against the existing Local Plan housing requirement of 557 dpa. Permissions for over 2000 dwellings have been granted across the district in the period 2024/25, significantly above the adopted Local Plans housing requirements. However, the number of completions in the same period was only 360¹⁰. This low delivery / completion rate is also reflected historically.

⁸ NNDC second home monitoring records 2024

⁹ ONS [Housing prices in North Norfolk](#): accessed 22.5.26

¹⁰ Annual Monitoring report 24/25, NNDC

Historical delivery and rolling requirements

Number of Homes required				Total Homes Required	Number homes delivered(net)				Total No of Homes required
2021-22	2022 - 23	2023- 24	2024 - 25		2021-22	2022 - 23	2023-24	2024-25	
531	562	567	572	2,232	456	348	226	329	1,359

4.37 **The housing requirements which the Council is required to now plan for as a minimum is set to increase to 932 dwellings per annum (dpa)** due to the governments revised standard housing methodology. This is a significant increase from the current Local Plan figure of 557dpa.

Housing Stock

4.38 The majority of households in Norfolk are owner occupied (72%), however there is a historical deficit of accessible and adaptable properties across all tenures. Social care and health strategies continuing to place more emphasis on supporting people in their own homes and the rapidly aging population for north Norfolk, which is already the highest proportion in England, and the associated health issues that that an aging population brings their remains a compelling case to ensure new housing is built to address the specific needs of the districts population¹¹. Peoples housing needs change as they get older and homes designed that reflect this from the outset provide safe and convenient approach routes, circulation space, and appropriate kitchens, bathroom and outside space as well as making them easier and cheaper to adapt when the need arises. Such an approach helps foster a community, allows people to stay independent longer and stay in their own homes for longer.

Coast

4.39 The North Norfolk district has approximately 43 miles of coastline, and whilst it plays a major role in creating North Norfolk's distinctive environment and is important to the economy through tourism, it also presents two significant challenges. The first emanates from north Norfolk's cliffed coastline between Kelling Hard (near Weybourne) and Cart Gap (near Happisburgh), which is made of soft glacial deposits, and has been eroding since the last Ice Age. The second concerns the low-lying coastline either side of the cliffs, which is at risk from tidal flooding.

4.40 North Norfolk has some of the fastest eroding coastline in NW Europe with average retreat rate in the region of 1.7m/year on soft cliffs, higher in storms. Local Plans are expected to identify areas of coastal change and help manage the areas affected by physical changes to the coast over the longer term -100yrs, or from any

¹¹ Background Paper 7 & 7.1 , Housing construction standards updated, Examination reference C7 & C7.1, NNDC 2023 [Home | 4: Evidence base and supporting documents](#)

updated risk mapping which may supersede that currently in use. The extent of the current Coastal Change Management Area (CCMA) and the associated risk zones are defined on the [Local Plan Policies Map](#) that accompanies the Local Plan. The CCMA is made up of two risk zones, estimated at being at risk of erosion within 50 years and within 100 years. In addition, the Policies Map identifies Hold the Line Zones, which are areas within identified Hold the Line Areas, but outside the CCMA where new development or intensification of a use may have long-term implications for coastal change.

- 4.41 The emerging National Planning Policy Framework (due to be published summer 2026) seeks to minimise risks to development arising from flooding and coastal change, taking into account the impacts of climate change, by steering development away from areas at risk. As such, development plans should take account of the relevant Shoreline Management Plans (SMPs), the National Coastal Erosion Risk Map, the UK Marine Policy Statement and relevant marine plans in assessing the risks arising from coastal change and the potential approaches to coastal management
- 4.42 Shoreline Management Plans are non-statutory plans for coastal defence management planning. They provide a strategic assessment of the risks associated with coastal erosion and provide estimates of how the coast is likely to change over the next 100 years, taking into account the future implementation of coastal policies, geology, likely impacts of climate change and the existing condition of the coast including coastal defences. A national refresh of SMPs began in 2019 to make sure that the plans were up to date in the light of any new evidence. The refresh also aimed to allow ongoing maintenance and delivery, particularly in guiding policy transitions from 2025 onwards. The process led to new national Supplementary Guidance and Health Check recommendations for each SMP in 2020. These recommendations are being taken forward, and a national SMP Explorer tool has been developed to allow people to access SMP policies for each part of the coast. The two Shoreline Management Plans active along the North Norfolk coastal frontage are SMP5 (Hunstanton to Kelling Hard) and SMP6 (Kelling Hard to Lowestoft Ness). These can be accessed [via the SMP Explorer](#), which show planned approaches to managing risk from flooding and erosion within individual ‘units’ of shoreline.
- 4.43 In the advent of the publication of the **Environment Agency National Coastal Erosion Risk Mapping (NCERM) in 2025**, and the national refresh of the relevant Shoreline Management Plans through updated action plans (SMP5 and SMP6), it is proposed to review and update the spatial area identified as a Coastal Change Management Area in order to provide up to date information about the area of land likely to be affected by physical changes to the coast, estuaries or tidal rivers over a 100 year period. The updated CCMA will identify the area at risk and hence the number of properties, businesses and existing infrastructure within that area and set the boundaries / inform revisions of the existing coastal change management and adaptation policies. It is expected that the revised CCMA will also inform any

spatial strategy in relation to new growth as well as help plan for long term adaptation planning rollback/relocation of development and the re-positioning/re-routing of infrastructure in affected coastal settlements such as Happisburgh, Overstrand and Trimingham.

- 4.44 The Council is already part of the Coastal Transition Accelerator Programme (CTAP) through [Coastwise](#) which is exploring how communities can adapt to the effects of climate change and coastal impacts and speed up strategic and action planning in order to address long term impacts of coastal change. It is expected that in undertaking Local Plan review with the aim of facilitating change and betterment, close co-operation with the Coastwise programme will need to be undertaken.

5. Scoping Consultation

- 5.1 Before commencing the 30-month local plan programme outlined above, the first step in updating the Plan is to seek the views of local residents, town and parish councils, organisations, statutory stakeholders, landowners and developers on the what the plan should contain i.e. its scope.
- 5.2 In particular the Council are **seeking views on what the new style Local Plan should contain** in light of the new local plan system and changes to national policy **and our approach to engagement during its preparation:**
- A) The key elements of the vision and up to 10 measurable outcomes.**
 - B) The key considerations for identifying an appropriate spatial strategy to manage the overall growth requirements and distribution of development.**
 - C) The evidence required to support the emerging Local Plan.**
 - D) How could the Council effectively engage communities and wider communities given the prescribed timeline and wider digital agenda.**
 - E) Call for Sites.**
- 5.3 For each of the above items, this document includes a section below summarising each of the issues/policy areas within the scoping consultation, and our survey asks questions on each of these matters.
- 5.4 To ensure the consultation is effective, it is asked that feedback is provided constructively in a way that addresses these matters.

A) Vision, Objectives & Measurable outcomes

- 5.5 Local planning authorities (LPAs) must prepare a vision as part of the local plan. The vision should:
- set out key aims and objectives for your area over the next 15 years or longer.
 - be ambitious but also reflect what the local plan can realistically achieve through its policies.
 - There should be no more than 10 measurable outcomes. Each should be designed to help monitor the Plan in meeting the Vision and the appropriateness of the policies.
- 5.6 **The purpose of the Local Plan's vision** is to set out how an area should develop over the period of the plan. The vision should be **locally distinctive and provide a positive approach towards the future of the district by establishing a framework for meeting housing, economic, social and environmental needs** in a coordinated and achievable way. This then needs to be translated into deliverable outcomes to be included in the Local Plan. National guidance advises

that the vision should set **out key aims and objectives for the area over the next 15 years or longer** whilst also being ambitious in such a way that is realistically achievable through its policies. Through this approach, **there should be no more than 10 measurable outcomes in the Local Plan**, and these should be tangible, achievable, locally specific and easy to monitor.

- 5.7 The measurable outcomes that the Local Plan should flow from the aims and objectives identified in the vision statement and outline how the desired change will be delivered and measured. In order to achieve this, the measurable outcomes should be based on quantitative and qualitative targets and standards. These can be linked to specific Local Plan Policies and/or site-specific allocation policies.
- 5.8 The vision, aims and objectives, in addition to the associated measurable outcomes, should provide the framework for preparing the wider Local Plan and an effective basis by which to monitor delivery after the plan's adoption.
- 5.9 In making the vision locally distinctive to inform the preparation of the new Local Plan, it should be:
- grounded in the unique qualities of the district
 - refer to specific settlements, include the growth and regeneration aspirations, new infrastructure and specific environmental factors. It should also be based on the baseline information as set out earlier in section 3 and 4 of this document, be informed by early engagement and a SWOT analysis in order to balance considerations holistically and make sure the vision's priorities reflect local issues and opportunities. Any vision should align with existing local priorities and strategies and integrate relevant information from them where appropriate
 - An overview of what is expected is set out in government guidance [here](#).
- 5.10 In preparing a new vision to inform the new Local Plan it is also appropriate to review the existing vision adopted in December 2025 in order to help ascertain if it remains relevant.
- 5.11 The adopted North Norfolk Local Plan establishes a clear spatial vision of delivering sustainable growth across the district to 2040 in a way that responds positively to climate change, supports the local economy, and protects the area's distinctive environmental and historic character. It seeks to direct development to the most sustainable locations, primarily the main towns and key service centres, ensuring that growth is plan led and supported by appropriate infrastructure. At the same time, the Plan emphasises the importance of maintaining the intrinsic qualities of North Norfolk, including its valued landscapes, coastline, and built heritage, so that change reinforces local distinctiveness rather than diminishing it.
- 5.12 The current adopted Local Plan vision is as follows:

In 2040, residents and visitors to North Norfolk will enjoy a high quality of life. The District will have retained its distinct identity as a unique and attractive coastal and rural tourist destination and will have a diverse and thriving economy, with vibrant and appealing towns and villages which act as employment and service centres for their surrounding rural areas. Residents will have increased access to good quality affordable homes, a wider range of local higher skilled and better paid jobs, and good quality services and facilities close to where they live.

The towns of North Walsham, Fakenham and Cromer will have been the focus for a significant proportion of the required development. A mix of resource efficient and secure residential development will have been delivered to meet local needs including affordable housing, homes for the elderly and those with specialist accommodation needs. The necessary infrastructure and community facilities/services will be in place to support this growth. In the wider countryside, appropriate small-scale development will have been delivered where this meets local needs and supports the long-term sustainability of a settlement.

The quality of the natural and built environment, the Norfolk Coast National Landscape, the Norfolk and Suffolk Broads and their setting will have been protected and enhanced. The overall diversity and quality of North Norfolk's countryside and natural environment will have been maintained and enhanced, and the District's many Conservation Areas and Listed Buildings will have been conserved or enhanced. There will be better access to the countryside and green spaces for local communities. New development will have been provided and designed to minimise resource and energy use, minimise the risks arising from flooding and coastal erosion, protect nature and improve biodiversity, and delivered in ways that adapts to and mitigates the inevitable changes to the climate.

The Strategic Aims and Objectives of the adopted Local Plan are:

- *Delivering Climate Resilient Sustainable Development*
- *Protecting Character*
- *Meeting Accommodation Needs*
- *Enabling Economic Growth*
- *Delivering Healthy Communities*

Vision adopted Local Plan north-norfolk.gov.uk/media/11773/north-norfolk-local-plan-2024-2040.pdf

5.13 To achieve these aims, the adopted Plan sets out a series of strategic objectives focused on:

- climate resilience,
- sustainable patterns of development, and the
- creation of healthy, balanced communities.

It aims to protect the characteristics of local communities, promote the development of affordable and specialist accommodation, alongside opportunities for economic growth and job creation. There is a strong emphasis on protecting and enhancing biodiversity, green infrastructure, and environmental quality, as well as supporting community wellbeing through access to services, open space, and infrastructure. Collectively, these objectives underpin an integrated approach to growth that balances social, economic, and environmental priorities, ensuring that North Norfolk remains a sustainable and attractive place to live, work, and visit.

5.14 **The first step in preparing the vision** and measurable outcomes of the next Local Plan will be to identify **‘key priorities’ for North Norfolk**. To identify these ‘key priorities’, we will consider the following:

- The requirements of national planning policy
- Collected evidence that supports and identifies the ‘baseline’ conditions and any local issues and opportunities
- Other Council strategies across Norfolk and beyond that might be relevant to North Norfolk.
- Analysis of North Norfolk’s strengths, weaknesses, opportunities and threats. (SWOT analysis)
- Responses to these consultations undertaken to inform the next Local Plan.
- Technical assessments supporting evidence documentation undertaken to inform the next Local Plan

Initial SWOT Analysis of North Norfolk

Strengths	Weaknesses
<ul style="list-style-type: none"> • The diverse and rich characteristics of our communities • Proactive and committed approach towards Climate Change • Strong tourism and wellbeing benefits from natural assets • Unique and attractive qualities of our coastal and rural tourist towns and destinations • Distinctive rural landscape valued by residents, business and visitors • High quality natural, coastal and built environments • Significant valued heritage assets • Local, national and internationally designated areas of landscape and habitat protection 	<ul style="list-style-type: none"> • Ageing demographic of our population • Remoteness and accessibility of the district • No significant highway networks within the district • Affordability of housing – particularly in coastal communities. • High proportion of older/ unsuitable housing stock • Limited new employment investment/ redevelopment opportunities • High proportion of settlements with limited services and constrained access to education and health facilities

<ul style="list-style-type: none"> • Railway connections to Norwich and onward national links • Employment land availability • Strong retail economy with low vacancy rates • Rural and dispersed nature of the district 	<ul style="list-style-type: none"> • High & dispersed proportion of settlements with infrastructure capacity constraints, in particular water treatment • Constrained road networks within the district • Significant reliance on private transport due to rural and dispersed nature of the district • Constrained growth opportunities due to high valued landscapes, heritage and environmental assets. • Receding coastline
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Capitalising on locations with capacity for growth or potential to increase infrastructure capacity • Providing new growth in areas otherwise underdelivered • Enable rural communities to become more sustainable, particularly through improved services and facilities • Potential for new self-contained communities/settlements • Enhancement and protection of the natural environment and coastline • Biodiversity gains through nature restoration • Water quality restoration through Nutrient Neutral developments • Wider renewable energy use through greater access to up-to-date technologies for developments • Improving distribution of electric vehicle charging and update of electric vehicles • Improve delivery of affordable housing and elderly care provision • Providing new job growth opportunities • Increased infrastructure investment 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Changing climate and impacts on the North Norfolk Coast and communities through extreme weather, erosion and rising sea levels • Constraints to sewerage network • Water scarcity • Providing adequate growth and services to accommodate the ageing demographic • Residential market capacity and absorption rates for higher growth • Loss of services to rural communities • Employment and labour supply constraints • Increased growth beyond North Norfolk's border that increase pressure on roads and services within the district • Slow or static delivery of already identified housing growth, especially large schemes • Coastal erosion • High land values (especially in western coastal areas) • Requirements for environment mitigation

Key Priorities

5.15 The Council considers the **following key priorities** to be important for inclusion within the Local Plan's vision:

- Environmental sensitivity
- Climate change: supporting the transition to net zero
- Water scarcity and availability
- Affordable housing delivery: (right size and tenure)
- Accessible and adaptable housing
- High quality design
- Coastal erosion: adaptation and mitigation policies and identification and support for coastal transition
- Delivery and investment for infrastructure and service improvements
- Strengthening and broadening the local economy

B) The key considerations for identifying an appropriate Spatial Strategy to manage the overall growth requirements and distribution of development

5.16 The spatial strategy provides the planning framework to achieve the vision and sets out where development will happen and at what scale. With the expectation that the main focus on local plans will be around the facilitation of growth, central to the spatial strategy will be the distribution of development and deciding where new development should occur.

5.17 Whilst it is comparatively clear which are the largest towns and village settlements in the district and which provide the most services and could accommodate growth in a sustainable way, it is less clear which of the smaller villages can, or should, accommodate development. Most villages, with the exception of Hoveton, have relatively limited facilities, some lie within the Norfolk Coast National Landscape, and a small number are within flood risk or coastal erosion areas which limit the opportunities for sustainable growth. Approximately half of the district's population live in the rural communities outside of the larger towns and the larger villages of Hoveton, Blakeney, Briston, Ludham and Mundesley.

5.18 **Housing Numbers:** The Council must plan to meet all of its identified minimum need and is currently required to plan for at least 932 dwellings per annum (dpa) in accordance with the government's new standard methodology for assessing need. Over a 15-year period from 2029-2045, the minimum period for a local plan, this is the equivalent of 13,980 dwellings. This is a significant increase from the current Local Plan figure of 557dpa which plans for 8,912 new dwellings between 2024-2040. National policy also requires the Council to consider whether any unmet needs arising in neighbouring areas can sustainably be accommodated in the district and vice versa.

5.19 The 932dpa figure is currently an unconstrained assessment of the minimum number of homes the Council is required to Plan for. The actual housing requirement that will be set in the Plan is also dependent on the consideration of constraints and deliverability. If the Council cannot meet its need in full it will need to justify a lower requirement through clear evidence and demonstrate that all reasonable alternatives have been explored. It will also have to explore how any shortfall can be met across the wider region in neighbouring authorities.

5.20 Key strategic constraints are potentially:

- the extensive coverage of the Norfolk Coast National Landscape designation (formally known as the Area of Outstanding Beauty, AONB). Although this does not automatically cap housing, the current NPPF gives “great weight” to the designation and states that major development should be restricted except only where demonstrated to be in the public interest, potentially reducing the available land supply (rather than need)
- significant number of designated habitats sites, high valued landscape, and areas of landscape sensitivity
- Significant areas at risk of coastal erosion
- Historic towns and landscapes subject to conservation area appraisal
- Limitations in infrastructure capacity. Although technically this can be overcome through investment and site allocation policy, it can impact in overall deliverability, viability, and phasing, and thus overall site suitability.
- Poor road network and footpaths in rural villages and lack of active travel opportunities
- Lack of rural supporting services.

5.21 As part of the process, the emerging plan will be subject to Habitat Regulations Assessment (HRA). This will determine potential adverse effects on key impact pathways at district and site level, and identify effective mitigation measures. If the proposed scale of growth cannot be mitigated, then potentially a lower or alternative distribution of development would be required.

5.22 As part of the evidence building the Council is currently undertaking a [Call for Sites](#), reviewing the capacity of the district to accommodate growth including that of the Norfolk Coast National Landscape and taking part in a wider study across Norfolk seeking to identify potential broad areas that could be suitable for a new settlement. If insufficient land is identified the end result could be that there would be a greater reliance on fewer settlements, with the concentration of growth outside the Norfolk Coast National Landscape along with higher densities would be required.

5.23 Taking into consideration the characteristics of the district and that of our communities, **we need your views** on how the Local Plan **could distribute growth** across the district, and what principles or considerations should be taken

into account. The potential exists that the final approach will be a hybrid of a number of options.

1. **Continuation of the current Local Plan approach** where the majority of new development will be located in larger towns and villages and major development will not be permitted in the Norfolk Coast National Landscape. This approach distributes growth across 3 large growth towns, 5 smaller growth towns, 4 large growth villages and 34 small growth villages which are identified based on the provision of a level of services. Where such villages are situated in the Norfolk Coast National Landscape, small-scale allocations have been made.
2. **Expansion of existing larger settlements.** This would mean large scale growth through the identification of strategic urban extensions to most if not all of the 7 towns and the larger village of Hoveton, subject to consideration of environmental constraints.
3. **Creation of new settlement(s).** Any new settlement should take account of road network hierarchy and key rail connections within the district. Areas considered to have the greatest potential to support sustainable growth include areas in the east along the railway line / A140 between Cromer and North Walsham and in the west along the primary road route between Fakenham and Swaffham along the A1065 and or the main principal route to the south of Fakenham along the A 1067. Alternatively, growth could be directed to one of the former airbases.
4. **Increased rural growth and a more dispersed pattern of growth:** This would involve the identification of a greater number of rural villages in which new growth would be acceptable. Perhaps more in line with the direction of travel set out in national policy, this could involve specific development site allocations, however consideration will need to be given to infrastructure capacity, accessibility and service provision. Such a dispersed pattern brings opportunities of countryside development, low density and nature-integrated design, supports a local rural economy and vitality and may help maintain a population balance in rural communities, however it can lead to greater car dependency, poor access to services such as education health and daily shopping needs, higher infrastructure costs including the potential for as increased strain and capacity issues around existing water recycling centres and cumulative environmental impacts. In some cases, it may lead to isolation, and it makes concentration of new service provision difficult and may be difficult to align / justify with sustainable development objectives.
5. **Village cluster approach:** this would direct development not to individual dispersed sites, nor only to large settlements, but to **groups of geographically close villages that function collectively.** It would allow

the Council to identify growth locations around several small to medium-sized villages linked spatially but which arguably share resources such as primary schools, local shops, and set the spatial strategy around functional relationships rather than individual settlement services and facilities. Development could feasibly be spread across the villages with a functional link at a scale proportionate (not equal) to their individual circumstances, helping to maintain character and address a local need through a proportion of homes being available for market-led and affordable mix and support wider rural vitality through support for combined services. The approach could also help minimise environmental impacts and help maintain / improve public transport, local shops and rural pubs. The approach does provide some flexibility and would support growth in a number of villages that are currently not supported in the Local Plan. Whilst arguably better than a purely dispersed growth strategy, infrastructure capacity and investment may still be fragmented and it may lead to the concentration of growth in less constrained/more market attractive villages. Other disadvantages include the need for clear phasing in terms of investment, relatively car dependent growth and it would not address access to higher order services such as GPs.

6. **Norfolk Coast National Landscape:** An option remains to develop a strategy that limits growth within the National Landscape or alternatively seek opportunities within to support the social and economic needs of the area and contribute more fully to the wider need. The area covers approximately one quarter of the district and as such, each option could have implications for the scale and density of development required elsewhere.

The NPPF states that *Plans should: distinguish between the hierarchy of international, national and locally designated sites; allocate land with the least environmental or amenity value, where consistent with other policies in this Framework.* Para 188. Local Authorities have a legal duty to further the statutory purpose of conserving and enhancing the natural beauty of National Landscapes and National Parks during Plan making, however although the Norfolk Coast National landscape is recognised as a sensitive landscape, development should not be prevented on the bases purely of its designation and proposals within or affecting its setting should demonstrate clearly that they remain appropriate the landscape character type and designation.

National planning policy advises that the scale and extent of development within these nationally designated areas should be limited and that permission for major development should be refused in National Landscapes other than in exceptional circumstances and where it can be demonstrated that the development is in the public interest. The NPPF advises that whether a proposed development constitutes major

development will be a matter for the relevant decision taker, taking into account the individual characteristics and circumstances of the proposal and the local context.

[The Norfolk Coast National Landscape Management Plan 2025 – 2030](#)

actively supports Local Planning Authorities in achieving sustainable development and recognises that sustainable development in this area requires a careful balance of economic growth, social equity and environmental protection. The current Local Plan allocated a number of smaller allocations in the settlements of Wells next the Sea and Blakeney and a larger site on the outskirts of Cromer all located within the National Landscape. The Plan also has a specific strategic policy which ensures appropriate consideration is given to proposals in designated landscape ensuring that they are of an appropriate scale and further the purposes of designation.

- 5.24 **Allocating Infill development within settlement boundaries:** While the principle of infill development within settlement boundaries is implicit in providing sustainable locations for development, there are clear advantages to allocating sites within settlement boundaries in order to establish greater certainty within a local plan to deliver a prescribed level of growth, and in turn, this allows there to be better infrastructure co-ordination. The Council has historically relied upon windfall development to boost its housing delivery, but this approach can lead to significant unpredictability in long term planning, as relying on past windfall trends can produce flawed future trajectories.
- 5.25 Other considerations within settlements include the use of **brownfield land, and the concentration around transport infrastructure**, however given the relatively small size of the district's towns and the limited supply of previously development land the vast majority of sites will be greenfield.

C) What evidence is required to support the emerging Local Plan?

- 5.26 Local plans must be underpinned by relevant and up to date evidence and be tailored to the area and Plan objectives. Evidence must be **relevant, proportionate, up to date and adequate to justify policy choices and soundness matters at examination**. It is therefore important to collate the required baseline evidence to support plan making in the early plan making stages and to ensure it remains iterative throughout the process.
- 5.27 As part of the process at Regulation 23 stage, the Council is required to publish the available evidence. Following an initial audit of the Councils evidence and Plan requirements it is proposed to prepare the following studies. Some of these will be undertaken through the commissioning of specialist planning experts, some jointly through the Norfolk Strategic Planning Framework and adjacent Local Planning Authorities, while others will be undertaken in-house:

Housing	Economy	Environment	Infrastructure
Housing Capacity Study	Economic forecasting	Water Cycle Study	Energy Capacity Study
New Settlement Study	Retail Capacity Study	Strategic Flood Risk Assessment	Infrastructure Delivery Plan
Site Assessment Methodology	Designated Employment Land Review	Coastal Change Management Area (CCMA) Methodology Review (National Review)	
Design Guidance		Coastal Change Management Area (CCMA) Local Review	
Local Housing Needs Assessment		Norfolk Coast National Landscape and Undeveloped Coast Growth Capacity Review	
Gypsy & Traveller Accommodation Needs Assessment		Strategic Environmental Assessment (SEA) / Habitats Regulations Assessment (HRA) Scoping Document	
Plan-Wide Viability (including CIL review)		Strategic Environmental Assessment (SEA) / Habitats Regulations Assessment (HRA) Final Environmental Report	
Site Assessment Methodology		Water Efficiency Standards	
Settlement Boundary Review			
Heritage Impact Assessment			

5.28 The Council is also working collectively with the Norfolk authorities to update the **Norfolk Strategic Planning Framework** and will also undertake an **Equalities Impact Assessment (EqIA)**.

5.29 In addition, we are working in collaboration with Anglian Water to update their Water Resources Plan 2026 and continue to work with the Norfolk and Suffolk Integrated Care Board through the Norfolk Strategic Planning Framework, utilising the joint Planning Health protocol,¹² Norfolk County Council Education, Highways and Adult Social Services, the Environment Agency, Natural England, and Coastwise (list not exhaustive)

¹² Planning in Health (Health Protocol) [Home | Document library](#)

5.30 With the focus being on **proportionate evidence**, the plan focussing principally on sites for housing and growth and the up-to-date nature of the current studies it is not currently intended to update the following studies/ evidence:

5.31 Economic growth requirements/ Growth sites Delivery Strategy, Landscape Character Assessment, Landscape Sensitivity Assessment (renewable energy), Open Space Standards and Indoor Sports Facility Strategy and Playing Pitch Strategy.

D) How could the Council effectively engage communities and other stakeholders given the prescribed timeline and wider digital agenda

5.32 As part of preparing our new Local Plan, we want to make sure people engage in an effective and inclusive way. This means understanding how you would like to be involved, what works well, and what could be improved.

National planning requirements (including the Local Planning Regulations 2026) require Councils to set out how they will involve communities in plan-making.

Your feedback will help us prepare an engagement plan which takes into account the needs of all those involved in the process.

We are keen to hear your views on:

- the best ways to communicate with you
- how you would like to take part in consultations
- any barriers that might make it harder for you or others to get involved

5.33 **How we will use your feedback:** Your responses will directly inform how we design future engagement activities for the Local Plan. This includes choosing the right mix of online and in-person opportunities, improving accessibility, and making sure information is clear and easy to understand.

5.34 **We will use what you tell us to:**

- inform our approach to consultation and engagement
- ensure a wider and more diverse range of people can take part
- shape future Local Plan consultations so they work better for our community

E) Call for Sites

5.35 This is the second opportunity to input into the Call for Sites which will run alongside this scoping consultation between **Monday 20 July and Monday 31 August 2026**.

5.36 The Call for Sites submission process is a fully online process, and the Council will only accept alternative submissions in exceptional circumstances. The Call for

Sites webpage includes guidance on how to submit sites via the online web submission form and how to input the required information.

To submit a site for consideration, please visit

www.north-norfolk.gov.uk/callforsites

- 5.37 Please note, the Call for Sites will only accept sites of five dwellings or more/0.25ha in size. If land does not meet this starting threshold, it will not be considered. When submitting a site, please carefully read through the instructions and additional requirements.
- 5.38 The process of site assessment is iterative and will be informed throughout the time allotted in the new process for plan-making. The Council will undertake an assessment of each site utilising a site assessment methodology developed across Norfolk through the Norfolk Strategic Planning Framework. This assessment methodology is based on criteria that utilises spatial information and relevant evidence sources to effectively assess a sites suitability, availability and achievability and includes where necessary engagement with appropriate statutory bodies in order to obtain early input into the process and site selection. This approach has been created within the context of the updated Planning Practice Guidance advice on how to identify sites for development¹³. Once this assessment has been completed and a list of sites that have passed the assessment has been identified, the Council will then undertake a further review (Stage 3) of those shortlisted sites to identify which, if any, are suitable for allocation in the new Local Plan.
- 5.39 The overall process is as follows:
- Stage 1 - Call for Sites
 - Stage 2 - Initial site assessment for Call for Sites submissions.
 - Stage 3 - Second stage site assessment and review of sites that passed Stage 2.
- 5.40 The Council will consult on the emerging spatial strategy (and site options) at Regulation 23 stage and again at Draft Plan stage (Regulation 27) as detailed in Summary of key milestones & stages table on previous pages.

¹³ [Introduction to identifying, assessing and selecting sites - GOV.UK](#)

6. Consultation Questions

North Norfolk Local Plan Review Scoping Consultation: Regulation 20

Before completing this consultation response, we strongly advise reading the accompanying Scoping Consultation document, which sets the context for the consultation, including the profile and characteristics of North Norfolk, and the scope and requirements for undertaking a Local Plan Review.

A - Vision, Objectives & Measurable outcomes

Question 1

[Please review the Initial SWOT Analysis of North Norfolk in Section 5A of the Scoping Consultation Document]

Do you agree with the strengths, weaknesses, opportunities and threats we should consider when determining the key priorities of our vision?

[Yes/No]

If no, please explain your answer and provide suggested changes:

Question 2

[Please review the Key Priorities in Section 5A of the Scoping Consultation Document]

Which of the following key priorities do you consider to be important for inclusion within the Local Plan's vision (select all that apply, rank in order of priority)

- Environmental sensitivity
- Climate change: supporting the transition to net zero
- Water scarcity and availability
- Affordable housing delivery: (right size and tenure)
- Accessible and adaptable housing
- High quality design
- Coastal erosion: adaptation and mitigation policies and identification and support for coastal transition
- Delivery and investment for infrastructure and service improvements
- Strengthening and broadening the local economy

Question 3

Are there any other key priorities which we should use in developing the Vision? If so, please detail these and explain why they are important.

B: Spatial strategy: The key considerations for identifying an appropriate strategy to manage the overall growth requirements and distribution of development

Question 4

[Please review para 5.23 of the Scoping Consultation Document]

Which approach do you prefer for distributing development? (rank in order of preference)

- Continuation of the existing Local Plan approach
- Expansion of existing larger settlements
- Creation of new settlements
- Increased rural growth and a more dispersed pattern of growth
- Village cluster growth

Question 5

If you prefer a combination of approaches for distributing development, which combinations would you choose and why?

Question 6

[Please review para 5.23(4) of the Scoping Consultation Document]

Should the Plan allocate residential development sites in rural villages?

[Yes/No]

If no, please explain your reasoning:

Question 7

[Please review para 5.24 of the Scoping Consultation Document]

Should the plan allocate residential development sites within settlement boundaries (infill development)?

[Yes/No]

If no, please explain your reasoning:

Question 8

[Please review para 5.23(6) of the Scoping Consultation Document]

The Norfolk Coast National Landscape accounts for a quarter of the district’s land area. A proportion of new growth is considered likely to be needed within the National Landscape in order to support residential growth needs. Which of the following options are preferred? (rank in order of preference)

- Limited development within the National Landscape (a specific policy)
- Small-medium sized allocations (up to 49 dwellings)
- Medium-sized allocations (50-499 dwellings)
- Large allocations (500+ dwellings)
- New Settlement(s)

Question 9

[Please review para 4.13 - 4.26 of the Scoping Consultation Document]

The current Local Plan designates employment land sufficient to meet existing growth needs for the next 34 years, well beyond the minimum 15-year plan period required for the next Local Plan. However, this employment land may not always be in the right location or at the right scale. Should the plan designate/allocate additional employment land in new areas of the District?

[Yes/No]

Please explain your reasoning:

C - Evidence: What evidence is required to support the emerging Plan

Question 10

[Please review Section 5C of the Scoping Consultation Document]

Has the Council identified proportionate and relevant evidence to be prepared in order to underpin the development of the new Local Plan? Are there any gaps?

[Yes/No]

If no, what other areas of evidence are required to support, inform and justify appropriate strategies and policies for the Local Plan?

D - How could the Council effectively engage communities and other stakeholders given the prescribed timeline and wider digital agenda

Question 11

How would you prefer to hear about the Local Plan? (rank in order of preference)

- Council website
- Newsletters
- Social media (e.g. Facebook, X, Instagram)
- Local newspapers
- Posters / leaflets in local areas
- Town and parish councils
- Community groups / organisations
- Other (please specify)

If you selected 'Other', please provide further details:

Question 12

How would you like to take part in shaping the Local Plan? (rank in order of preference)

- Online surveys and consultations
- Interactive online maps
- In-person public events / exhibitions
- Workshops or focus groups
- Written submissions
- Other (please specify)

If you selected 'Other', please provide further details:

Question 13

What types of engagement events would you be most likely to attend? (rank in order of preference)

- Drop-in exhibitions
- Evening meetings
- Weekend events
- Online webinars / virtual meetings
- Themed workshops
- Events with local groups
- Other (please specify)

If you selected 'Other', please provide further details:

Question 14

Where would you prefer engagement activities to take place? (rank in order of preference)

- Across towns and villages
- In main towns only
- Online only
- Mix of online and in-person
- Other (please specify)

If you selected 'Other', please provide further details:

Question 15

What would help you participate more easily? (select all that apply)

- Clear and simple information
- Short summaries
- Flexible response methods
- Convenient timing
- Accessible venues
- Support for additional needs
- Other (please specify)

If you selected 'Other', please provide further details:

Question 16

How often would you like updates? (select one option)

- At key stages only
- Every few months
- Regular updates
- Only when commenting
- Other (please specify)

If you selected 'Other', please provide further details:

Question 17

How can we engage under-represented groups? (select all that apply)

- Work with community organisations
- Targeted outreach (direct contact)
- Translated materials
- Pop-up events
- Digital tools
- Other (please specify)

If you selected 'Other', please provide further details:

Question 18

How should information be presented? (rank in order of preference)

- Short summaries
- Detailed documents
- Infographics
- Interactive maps
- Videos
- Other (please specify)

If you selected 'Other', please provide further details:

Question 19

What is most important to you in engagement? (rank in order of preference)

- Early involvement
- Transparency

- Clear explanations (plain English)
- Feedback provided
- Influencing outcomes
- Accessibility
- Other (please specify)

If you selected 'Other', please provide further details:

Question 20

Community Groups: If you work for or know of a community organisation that represents people in North Norfolk, and you feel it is important for us to consult them in preparing the new Local Plan, please provide the name of the organisation and contact details:

E - Call for Sites

We are inviting landowners, developers, agents and members of the public to put forward land that may be suitable for future development, also known as a 'Call for Sites'.

Sites can be put forward for a range of potential uses, such as housing, employment, retail or commercial uses, community facilities, local green space, and infrastructure.

Submissions will be accepted between **Monday 20 July** and **Monday 31 August 2026**.

For more information, please visit www.north-norfolk.gov.uk/callforsites

End

7. Glossary

Baseline information	Comprises the social, economic and environmental data needed to assess the current situation and inform options going forward.
Brownfield land	Land that has been lawfully developed and is, or was, occupied by a permanent or fixed structure and infrastructure. Also known as previously developed land.
Call for sites	A formal consultation run by local planning authorities to identify land that could potentially be developed for housing, employment or other land uses.
Five-year housing land supply	A requirement for local planning authorities to demonstrate that they have an identifiable, deliverable supply of land sufficient to provide at least five years' worth of new housing against their housing need requirements.
Measurable outcomes	A required set of outcomes, up to 10 specific and locally relevant objectives connected to a long-term vision.
Rules-based approach (NPPF)	Forthcoming standardised and centralised rules set as national decision-making policies.
Spatial Strategy	Sets out the level and type of development and infrastructure that should be built within a local area over a minimum 15 year period that achieves sustainable development.
Supplementary Planning Documents	Local planning guidance that adds further detailed information to adopted local plan policies, which serves as material considerations when deciding planning applications.
SWOT analysis	A planning tool used to understand key factors - Strengths, Weaknesses, Opportunities and Threats-involved in a project.

Local Plan Review - Governance arrangements	
Executive Summary	This report covers the requirement to review the Planning Policy & Built Heritage Working Party 'Terms of Reference' and to agree appropriate governance arrangements for the preparation of the Local Plan review under the new Local Plan making system.
Options considered	<ol style="list-style-type: none"> 1) Establish a 'Local Plan & Conservation Task Group' 2) Exclude Conservation, Landscape and Design oversight from the proposed new governance arrangements to focus solely on the Local Plan 3) Continue with the direct approach of taking all decisions to Cabinet.
Consultation(s)	Portfolio Holder for Planning & Enforcement
Recommendations	<p>That Cabinet agrees to:</p> <ol style="list-style-type: none"> 1) Replace the current Planning Policy & Built Heritage Working Party with a new Local Plan & Conservation Task Group 2) Adopt the Local Plan & Conservation Task Group 'Terms of Reference' <p>and recommend that Full Council:</p> <ol style="list-style-type: none"> 1) Approves changes to the overall Committee seat allocations, ensuring that political balance rules are reflected. 2) Approves any consequential changes to the Constitution arising from the establishment of the new Local Plan & Conservation Task Group 3) Receives nominations from the Group Leaders to appoint Members and substitutes to the Task Group (in line with recommendation 3 above).
Reasons for recommendations	To recognise the requirements and statutory obligations of the new planning system, as introduced through the 2023 Levelling Up and Regeneration Act and the 2025 Planning and Infrastructure Act, and to provide appropriate governance arrangements for Member engagement and decision making in producing a new Local Plan.
Background papers	Plan-making regulations explainer - GOV.UK This explains the emerging regulations for the new plan-making system.

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown

Contact Officer	David Glason, Assistant Director for Planning david.glason@north-norfolk.gov.uk
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Links to key documents:	
Corporate Plan:	Ensuring the Council maintains an up to date Local Plan which remains a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A Strong, Responsible & Accountable Council
Medium Term Financial Strategy (MTFS)	Local Plan budget
Council Policies & Strategies	The Local Plan sets the Council's planning and decision-making framework for future development. Adoption of any new Local Plan would replace the current Local Plan (adopted in December 2025) on completion of the prescribed 30 month time period.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	None

1. Purpose of the report

- 1.1. The purpose of this report is to seek authority to establish governance and direction for the North Norfolk Local Plan review 2026–2029, and a continuation of an appropriate Member oversight mechanism for Conservation, Design and Landscape matters.

2. Introduction & Background

- 2.1. The Terms of Reference for the current Planning Policy and Built Heritage Working Party (PPBHWP) were established in May 2011 and are as follows:
- To supervise the preparation through to adoption of the Planning Obligations Supplementary Planning Document and Development Briefs and Master Plans for sites identified in the Site-Specific Proposals 'Development Plan Document'.
 - To supervise the preparation and adoption of Conservation Area Appraisals and Management Plans and to consider any other policy-related issues in relation to the Conservation, Design and Landscape service.

- To consider planning policy issues in relation to the Government's Localism agenda, including neighbourhood planning matters, and make appropriate recommendations to Cabinet.
- 2.2. It was recommended that the membership of the Working Party should be politically balanced but should include the Chair of the Development Management Committee and the appropriate Planning and/or Planning Policy Portfolio Holder(s).
- 2.3. Significant changes in the planning system have taken place in the last 15 years since the PPBHP was established including:
- 2026 Local Plan Making Regulations
 - 2025 Planning and Infrastructure Act (P&IA)
 - a new-style Local Plan under the Planning and Compulsory Purchase Act (PCPA) 2004 as modified by the 2023 Levelling Up and Regeneration Act (LURA), which introduced significant changes to the planning system, including statutory deadlines for accelerated plan-making and national development management decision-making policies, and the removal and transition of Supplementary Planning Documents (SPDs) to Supplementary Plans
 - introduction of Spatial Development Strategies (SDS), Environmental Delivery Plans, Local Nature Recovery Strategies and Digital planning and engagement requirements
 - removal of the legal requirements for the Duty to Co-Operate (but not the need for cooperation)
 - various iterations of the National Planning Policy Framework (NPPF) including the new draft NPPF which aligns with the new plan making regulations and introduces plan-making and national decision-making policies as well as the requirements for a more rules-based approach, the need to prioritise growth, and the requirement not to replicate, restate or modify national decision-making policies in Local Plans
 - a new prescribed standard methodology for assessing housing need (December 2024)
 - the requirements to maintain a five-year housing land supply
 - streamlining local standards, prioritisation of brownfield land, higher density development and the promotion of economic development.
 - 2015 Self-Build and Custom Housebuilding and 2016 Housing and Planning Acts (as amended) and associated Regulations, which introduced a legal requirement for local authorities to provide sufficient land supply to meet the need for Custom and Self-Build (CSB) housebuilding (as defined by the CSB Register)
 - Neighbourhood Planning

Implications of changes to the planning system

- 2.4. The new planning system as introduced through the 2023 LURA and 2025 P&IA, introduces many significant changes, particularly regarding plan-making. These represent the most significant changes to the system for over 20 years and include:
- replacement of the Local Development Scheme with a project plan and up to date timetable (reviewed monthly)
 - removal of the statutory requirement to prepare a Statement of Community Involvement (SCI) in relation to plan-making, although an engagement strategy is required
 - replacement of Supplementary Planning Documents with Supplementary Plans; the latter requiring independent examination
 - use of digital technology in plan-making
 - removal of the requirement to undertake Sustainability Appraisal (although Strategic Environmental Assessment remains)
 - and significantly, the introduction of a 30-month Local Plan (from start to the publishing of the Inspectors report) review timeline through statutory deadlines & milestones for preparing a Local Plan using specific regulated consultations and self-assessments / independent assessments at specific Gateways.
- 2.5. As such, the practical implications of the new, accelerated 30-month timetable for Local Plan preparation and the strict statutory stages with key deadlines / milestones, requires a new governance structure, one that is able to make timely decisions in its own right at key stages and provide informed oversight to the strategic nature and planning context that the Plan is aligned to.
- 2.6. It should be noted that the current PPBHP reports to Cabinet in an advisory role and has no direct decision-making powers. This often means that it can take up to 3 months for a decision to be made. Giving due regard to the decision making and governance requirements and the need to produce the Plan review at pace within mandated periods it is proposed to **replace the current Planning Policy and Built Heritage Working Party with a new Local Plan & Conservation Task Group which will:**
- consist of 7 members
 - be politically balanced
 - be chaired by the Portfolio Holder for Planning and Enforcement, ensuring direct accountability to Cabinet
 - be scheduled to meet on a monthly basis – likely on a Thursday, but to be confirmed by Democratic services. These meetings can then be cancelled if not required
 - have delegated decision-making powers regarding the Local Plan (as set out in the Constitution, Chapter 3, Part 3, s1.1)

- meet in public. As the proposed Task Group will have delegated powers it would be inappropriate for it to meet in closed session except in circumstances under the Local Government Act 1972 when the Council can choose to exclude the public if discussing certain types of sensitive material such as that which may affect personal information, financial viability and matters around site selection.
- report the Minutes and Actions to Cabinet.

Conservation, Design and Landscape

- 2.7 In addition, it is considered that the Task Group oversee and endorse the preparation and adoption of Conservation Area Appraisals and Management Plans and other planning policy related matters pertaining to the built and natural environments e.g. the Norfolk Coast National Landscape Management Plan and Biodiversity Report which relate to the **Conservation, Design and Landscape service (C,D&L)**. This would consolidate such planning policy matters to the one specialist group.
- 2.8 The new governance arrangements are required so that the Council can support officers in efficient and effective plan-making under the new regulations and plan-making system. They are necessary so that the Council can undertake plan-making in accordance with the statutory requirements at key stages of the process and in a timely manner aligned with the required 30-month timeline.
- 2.9 **The proposed Terms of Reference (see Appendix 1) align with key Local Plan decision-making stages and the wider Conservation, Design & Landscape oversight requirement.**

Neighbourhood Planning

- 2.10 In relation to Neighbourhood Planning and the inclusion of oversight and decision making within the proposed Task Group, it is recommended that the current route through Cabinet remains the best mechanism. The endorsement of officer advice or formal comments against the basic conditions tests and alignment to national policy at earlier key stages is officer driven and inclusion of oversight would not fit into effective use of resources during the usually tight six-week consultation window. Especially when coupled with the extremely tight plan-making timetable. Consequently, additional Member oversight over and above the present arrangements is not considered necessary. A continuation of the current approach is recommended.

3. Proposals and Options Considered

Option 1

- 3.1 Replace the current Planning Policy & Built Heritage Working Party with a new Local Plan & Conservation Task Group – The preferred option.

Option 2

- 3.2 That the work of the Conservation, Design and Landscape team on Conservation Area Appraisals and appropriate Management Plans be

excluded from the new Local Plan & Conservation Task Group with reports instead being directed to Cabinet.

- 3.3 This approach is not recommended as it would potentially create a two-tier system across the wider Department and reduce continuity of decision making.

Option 3

- 3.4 Take all key decisions direct to Cabinet. This is not recommended as it would be too time consuming to meet the 30 month Local Plan programme of delivery. The work will be detailed, require debate and will benefit directly from a focussed group with capacity for building specific and evolving expertise as the process develops.

Corporate Priorities

- 4.1 Local Plans give Councils the unique ability to shape land-use across administrative areas, which makes it an important document for Councils to prepare. A Local Plan reflects government and stakeholder policy on matters such as inward investment for jobs, growth and infrastructure. Locally, it is the basis on which local communities can prepare a Neighbourhood Plan for their town or village, and on a day-to-day basis, both the Local Plan and adopted Neighbourhood Plans guide every planning application that is determined.
- 4.2 Delivering and ensuring that the Local Plan remains current and delivers on the minimum housing requirements and site allocations is a key commitment and component part of the Corporate Plan covering all five themes: Our Greener Future, Developing Our Communities, Meeting Our Housing Need, Investing in Our Local Economy and Infrastructure and A Strong, Responsible & Accountable Council.

5 Financial and Resource Implications

- 5.1 There are no current financial implications. Preparation of a new Local Plan is a statutory requirement and ensuring efficient and appropriate governance arrangements are in place is necessary to achieve this outcome.

Comments from the S151 Officer:

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

6 Legal Implications

- 6.1 The new plan-making system covers plans prepared and adopted under the Planning and Compulsory Purchase Act 2004, as amended by the Levelling-Up and Regeneration Act 2023. The requirements establishing

appropriate governance is set out in the getting ready stage of plan making.

- 6.2 Any endorsement could result in the need to make amendments to the Council's constitution.

Comments from the Monitoring Officer

To support the Norfolk Local Plan 2026-29 it is proposed that the Planning Policy & Built Heritage Working Party is replaced by a new Local Plan and Conservation Task Group to best meet the changes in recent planning legislation. Any change (removal or creation) in committees and working groups will need to be reflected in the Constitution.

7 Risks

- 7.1 A failure to set up appropriate governance arrangements will result in little oversight and result in the continuation of the PPBHWP which is no longer considered fit for purpose under the new plan making systems because of the inherent time delays.
- 7.2 Without appropriate governance structures there is a risk of (not exhaustive):
- failing to meet legal duties
 - procedural errors, making plans vulnerable to judicial review or being found unsound at examination
 - delays and missed statutory deadlines

8 Net Zero Target

- 8.1 No assessment has been made against the Council's Net Zero 2030 Strategy & Climate Action Plan but Local Plans underpin sustainable development.

9 Equality, Diversity & Inclusion

- 9.1 The role of the governance arrangement is to ensure engagement and transparency in the plan making process. The proposed changes are considered purely internal and constitutional. The Local Plan itself will be subject to Equality Impact Assessment (EqIA).

10 Community Safety issues

- 10.1 None.

11. Recommendations

That Cabinet agrees to

- 1) Replace the current Planning Policy & Built Heritage Working Party and establish a new Local Plan & Conservation Task Group**

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

Appendices:

Appendix 1: Proposed Terms of Reference

Local Plan & Conservation Task Group

Terms of Reference

<p>Purpose</p>	<p>The purpose of the Local Plan & Conservation Task Group is to:</p> <ul style="list-style-type: none"> • Provide governance, oversight, and direction for the North Norfolk Local Plan Review 2026-29. • Make decisions at defined stages of plan preparation within its delegated authority. • Ensure the Local Plan is: <ul style="list-style-type: none"> ○ Sound, legally compliant, and evidence-based ○ Consistent with national policy and legislation ○ Deliverable and aligned with corporate priorities • To oversee and endorse the preparation and adoption of Conservation Area Appraisals and Management Plans and other relevant policy-related issues pertaining to the built and natural environments and relating to the Conservation, Design and Landscape Service.
<p>Composition of the Panel</p>	<p>The Task Group is established by Cabinet. (<i>Constitution Chapter 3, Part 3, S1.</i>)</p> <p>It will consist of 7 members (and 7 substitute members) and will be politically balanced. The quorum will be 4. It will be chaired by the Portfolio Holder for Planning & Enforcement</p>
<p>Officer Support</p>	<p>The following officers will attend Task group meetings: meetings: Planning Policy manager Planning Policy officers (as required) Conservation, Design & Landscape Officers Democratic Servies (Governance and admin support)</p>
<p>Governance & Decision making</p>	<p>The Group will take decisions under delegation from Cabinet.</p> <p>It will meet monthly in public and agendas and accompanying documentation will be circulated in accordance with statutory requirements</p> <p>Minutes will be taken by a member of the Democratic Services Team</p> <p>Decisions should have regard to the following:</p> <ul style="list-style-type: none"> ○ Relevant legislation

	<ul style="list-style-type: none"> ○ National planning policy and guidance ○ Evidence base ○ Officer advice ○ Public consultation feedback <p>Decisions will be on the basis of a simple majority of members at the meeting. The chair will have the casting vote in the case of a tie.</p> <p>The Task Group is able to do the following under delegation from Cabinet:</p> <ul style="list-style-type: none"> ○ Approve draft documents for consultation at key stages under the new plan making system i.e. Scoping Consultation, Local Plan Content & Evidence consultation, and Proposed Plan publication and consultation stages under Regulation 20, 23 & 27 stages of the Local Planning Regulations 2026. ○ Recommend the submission version of the Local Plan for examination to Full Council subject to constitutional requirements. ○ Endorse formal documents produced collaboratively through the Norfolk Strategic Planning Member Forum or subsequent body. ○ Approve the adoption of Conservation Area Appraisals and Management Plans and any other relevant policy-related issues relating to the Conservation, Design and Landscape service and pertaining to the built and natural environment. <p><i>Cabinet retains the right to discharge its delegated functions at any time (Constitution, Chapter3, Part 4, s.1.3 Cabinet Procedure rules)</i></p> <ul style="list-style-type: none"> ○
Scope	<p>The scope of the Group is to make decisions at defined stages of plan preparation (within its delegated authority) against the overall timetable.</p> <p>This will:</p> <ol style="list-style-type: none"> 1) Provide oversight and decisions at key milestones around: <ul style="list-style-type: none"> • Local Plan timetable, milestones and delivery expectations • Vision and objectives development • Spatial strategy development • Policy development • Site assessment process

	<ul style="list-style-type: none"> • Consideration of iterations following consultation and Gateway stages • Community and stakeholder engagement strategy • The preparation and adoption of Supplementary Plans (SPs) as appropriate
Reporting Framework	<p>Minutes and actions from the Task Group will be reported to Cabinet on a regular basis.</p> <p>The Task Group can refer a decision to Cabinet, if a consensus cannot be reached.</p>
Review	<p>These Terms of Reference will be:</p> <ul style="list-style-type: none"> ○ Reviewed by the Planning Policy Manager and Portfolio Holder for Planning and Enforcement annually, or, ○ Updated in response to changes in legislation or national policy. <p>Any amendments require approval by:</p> <ul style="list-style-type: none"> ○ Cabinet

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Delegated Decisions January 2026 onwards	
Executive Summary	This report details the decisions taken under delegated powers from January 2026.
Options considered	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
Consultation(s)	Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.
Recommendations	To receive and note the report and the register of decisions taken under delegated powers.
Reasons for recommendations	<p>The Constitution: Chapter 6, Part 2, details the functions which are delegated to officers. In addition, it requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate).</p> <p>The law requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website.</p> <p>These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer either -</p> <ul style="list-style-type: none"> • under an express delegation granted at a meeting of Cabinet, Council or a Committee. • Or under a general delegation (where responsibility is delegated in the Constitution)
Background papers	Signed decision forms

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

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

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

1. Purpose of the report

- 1.1 This report summarises any decisions taken under delegated powers since January 2026
- 1.2 Delegated decisions are available to the public through the website and are reported to Members via Cabinet. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 2.1 (Conditional Delegation) and 5.1 and 5.2 (Full Delegation to Chief Officers) and the publication of these decisions is a legal requirement.
- 1.3 Historic lists are available on request. The list of delegated decisions summarises decision taken over the last year. They are reported to Cabinet every few months.

2. Introduction & Background

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

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

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

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

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

(a) under a specific express authorisation; or

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

(i) grant a permission or licence;

(ii) affect the rights of an individual; or

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

These requirements **do not** apply to:

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

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

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

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

3. Proposals and Options

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

4. Corporate Priorities

This is a statutory report.

5. Financial and Resource Implications

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

Comments from the S151 Officer:

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

This is a statutory report

6. **Legal Implications**

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

Comments from the Monitoring Officer

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

This is a statutory report.

7. **Risks**

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

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

8. **Net Zero Target**

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

9. **Equality, Diversity & Inclusion**

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

10. **Community Safety issues**

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

Conclusion and Recommendations

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

Recommendation:

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

Record of Decisions taken under Delegated Authority (Appendix A)

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

Record of Decisions taken under Delegated Authority (Appendix A)

			<p>Awarded to: JBA Consulting</p> <p>Value: £72,000 +VAT with an addition up to 50% increase for associated items</p>		
Chapter 3, Part 3(1)	No	Iain Withington Acting Planning Policy Manager	<p>Cabinet 3rd September 2025</p> <p>Endorsement of the Updated Joint Norfolk Strategic Planning Framework – To give delegated authority to the Acting Planning Policy Manager to make necessary minor/factual amendments, following the progress of the framework through other local authorities, (September – Dec 2025) prior to signature & publication</p> <p>Decision taken:</p> <p>The document format was updated it is not materially different to the previous version of the document. The only change is to the look and feel of the document addressing accessibility issues. The document will be hosted / published by the NSF early 2026</p>	27 Jan 2026	6 th July 2026
Chapter 3, Part 3(1)	No	Rob Young AD for Sustainable Growth	<p><u>Cabinet – January 3rd 2023 – Decision 3.</u></p> <p><i>That Cabinet agrees the development and delivery of the Stage 1 Coastal Transition Support Package and authorises the Director for Place and Climate Change, in consultation with the Coastal Portfolio Holder, to undertake any necessary amendments to the package provided they are within the Coastwise budget</i></p> <p>Approve application to Coastwise Transition Support Fund: Exploring potential housing opportunity at Trimingham.</p>	22 April 2026	6 th July 2026

July 2026

Record of Decisions taken under Delegated Authority (Appendix A)

			<p>Funding for professional services and surveys to prepare pre-planning application documentation for a site for potential replacement housing, social housing, replacement infrastructure and to support the aspirations of the landowner/developer.</p> <p>Total cost approx. £10,700 +Vat. With NNDC prior notification and agreement, the addition of survey costs up to £25,500.</p> <p>Total cost :£36,200 +Vat</p>		
Chapter 3, Part 3(1)	No	Rob Young AD for Sustainable Growth	<p>Cabinet – January 3rd 2023 – Decision 3.</p> <p><i>That Cabinet agrees the development and delivery of the Stage 1 Coastal Transition Support Package and authorises the Director for Place and Climate Change, in consultation with the Coastal Portfolio Holder, to undertake any necessary amendments to the package provided they are within the Coastwise budget</i></p> <p><u>Decision taken:</u> Approve application to Coastwise Coastal Community Transition Fund: Electronic Tourist Information Points</p> <p>Funding for three ETIPs (to be sited at Cromer, Mundesley and Overstrand). This will provide coastal information, which will also be available at other ETIPs locations in North Norfolk. Cost £31,533 for the purchase and installation of the equipment. Materials will be provided to VNN to install and manage on the devices. Ownership and management by VNN.</p> <p>Total cost: £31,533</p>	22.04.2026	6 th July 2026

Record of Decisions taken under Delegated Authority (Appendix A)

Chapter 3, Part 3(1)	No	Don McCallum S151 Officer Director for Resources	<p>Cabinet 6th October 2025</p> <p><u>FLASH - Public Sector Decarbonisation Grant</u></p> <p>There was sufficient budget and resource to include decarbonisation of the main FLASH Building within the project to upgrade existing facilities and construct a new pool hall. It is clearly more efficient to include within the governance of the main project and to ensure there are no additional delays</p>	12.06.2026	6 th July 2026
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Marrams Bowls Club Options	
Executive Summary	<p>This report outlines three options for the future of the Marrams Club House site in Cromer, a Council owned asset currently occupied by the Marrams Bowls Club. The building is in poor condition, with significant roof deterioration and water ingress, and requires substantial investment to remain a usable asset.</p> <p>Consultation has taken place with stakeholders including The Club which supports Option 2 in principle but has previously opposed redevelopment proposals. The report recommends that Cabinet does not proceed with Option 1 or Option 3. It recommends that Option 2 to dispose of the Bowls Club and Putting Greens is taken forwards subject to conditions, and officers are instructed to agree complete the disposal.</p>
Options considered	<ul style="list-style-type: none"> • Option 1: Renew the lease and undertake roof upgrade works. • Option 2: Transfer the freehold to the Marrams Bowls Club inclusive of the Putting Greens. • Option 3: Demolition of existing buildings and redevelopment.
Consultation(s)	<p>Colin Brown - Leisure and localities Services Manager Bowls Club Tenant Putting Greens Licensee Local members</p>
Recommendations	<p>That Cabinet resolves to:</p> <p>Provide approval for officers to proceed with Option 2 to transfer the freehold of the Property, known as the Marrams Bowls Club and Marrams Putting Greens, to the Marrams Bowls Club.</p> <p>Delegate authority to the Asset Strategy Manager or the Assistant Director for Finance and Assets to agree to the final terms of the transfer.</p>
Reasons for recommendations	<p>1) Not to proceed with Option 1 - due to the level of investment required to undertake the repairs and the continued liability the Council would hold for the buildings.</p>

	<p>2) Option 2 is recommended because it provides a sustainable long-term solution that supports continued community use of the Bowls Club while addressing the constraints of the site and reducing the Council's future maintenance liabilities.</p> <p>A freehold transfer can be lawfully progressed under Section 123 of the Local Government Act 1972, as the proposal meets the requirements of the General Disposal Consent (England) 2003, enabling disposal at less than best consideration where it demonstrably promotes community wellbeing. The Bowls Club's established health, social and economic benefits provide a clear basis for relying on this exemption.</p> <p>Progression of the transfer would remain subject to legal due diligence, the inclusion of appropriate safeguards such as pre-emption rights and restrictive covenants, and confirmation that the Bowls Club is willing and able to proceed with the transfer.</p> <p>3) Redevelopment - This option has not been considered further due to the capital investment required and the Bowls Club not being supportive of proposed development.</p>
Background papers	<u>Cabinet Report 29 June 2023</u>

Wards affected	Cromer Town
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Milo Creasey – Surveyor – <u>Milo.creasey@north-norfolk.gov.uk</u> Renata Garfoot – Estates and Asset Strategy Manager – <u>Renata.garfoot@north-norfolk.gov.uk</u>

Links to key documents:	
Corporate Plan:	The proposals are linked to the following Corporate Plan priorities; <ul style="list-style-type: none"> • A strong, responsible and accountable Council • Investing in our local economy and infrastructure

Medium Term Financial Strategy (MTFS)	These proposals are linked to the MTFS in that any income generated from this building and costs incurred due to maintenance liabilities have budgetary impact in the medium and long term.
Council Policies & Strategies	The proposals in this report are linked to the Asset Management Plan 2018 and fully support the policies in that plan. Net Zero Strategy and Action Plan.

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	<p>The Exempt Appendix contains information which relates to exempt information as defined in paragraph 3, Part 1 of Schedule 12A (as amended) of the Local Government Act 1972. This paragraph relates to:</p> <p style="text-align: center;">Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <p>The information is commercially sensitive, containing financially sensitive information and matters relating to leases. Releasing this information would be likely to prejudice the Council and a third party in negotiations and achieving best outcomes in the interests of Council Taxpayers.</p>
Details of any previous decision(s) on this matter	Cabinet Report July 2023

1. Purpose of the report

- 1.1. To present Cabinet with three options for the future of the Marrams Bowls Club and wider in Cromer, and to seek a decision on the preferred approach.

2. Introduction & Background

The Marrams Bowls Club occupies a Council-owned property located on Runtun Road, Cromer. The Club is managed by a group of Trustees and operates as a traditional members' Club, having been in continuous operation since 1936. The lease is a protected business tenancy which expired in December 2020 and is currently holding over under the same terms.

- 2.1. The Club is one of two bowls clubs in Cromer. The sport of bowls contributes positively to public health by encouraging physical activity, supporting mental wellbeing, and fostering social inclusion.
- 2.2. The building is in poor condition, with significant issues including roof deterioration and water ingress. It is anticipated that full replacement of the roof will be necessary to fully resolve the issues. Temporary repairs have been carried out in the past but are no longer considered viable as a long-term solution.
- 2.3. Cabinet previously considered a report in July 2023 outlining options for the Property expressing a preference for redevelopment and requested further information on planning constraints, footfall data and potential concession opportunities; however, no progress was made as agreement on the proposed development could not be reached with the Club.
- 2.4. Engagement with the Bowls Club has taken place over several years, resulting in the following key outcomes:
 - 2.4.1. The club were consulted on redevelopment plans in 2023 however they were not supportive of the proposals so the redevelopment option proposed was not taken forwards.
 - 2.4.2. Terms have been agreed in principle for the renewal of the Bowls Club's lease, in line with Option 1 as detailed in the exempt appendix.
 - 2.4.3. The Club has however previously indicated a preference to acquire the freehold of the site for a nominal sum. This would enable them to assume responsibility for building maintenance and enhance their eligibility for external funding opportunities to improve the facilities.
 - 2.4.4. More recent consultation has identified the terms by which a Freehold disposal of the Bowls Club and wider Putting Green site may progress.

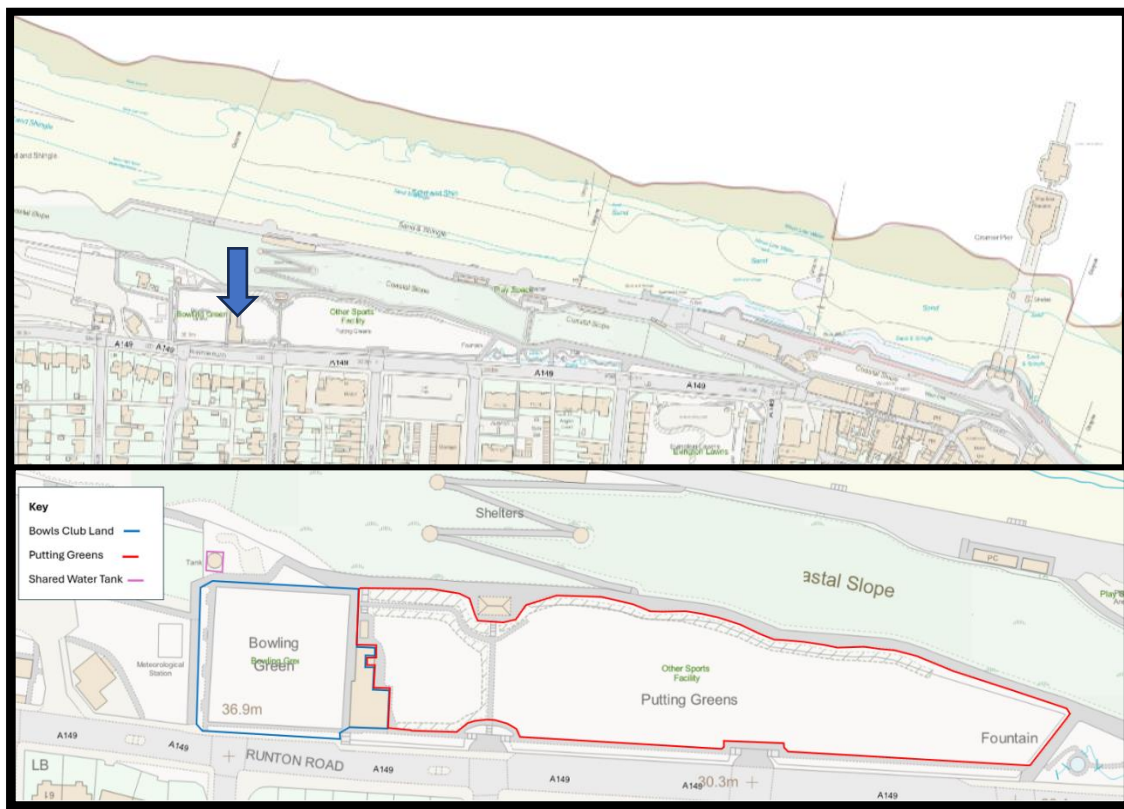
2.5. Bowls Club Overview

- 2.5.1. The Bowls Club continues to demonstrate strong and sustained community use, supported by an active membership of 73 individuals. Across the year, members participated around 76 official club matches, in addition they play internal nonofficial matches and indoor short mat bowls programme delivered

from October to March. This level of participation reflects a well-used facility that provides year-round opportunities for physical activity, social interaction and community involvement.

2.5.2. The Club plays a valuable role in supporting the health and wellbeing of its members and wider participants. Regular involvement in bowls offers low-impact physical exercise suitable for a wide age range, helping to promote mobility, coordination and general fitness. Beyond physical health, the club provides important social benefits, supporting mental wellbeing through friendly competition, and socialising.

2.5.3. The club contributes positively to local tourism and the visitor economy. Over the year, it welcomed 305 bowlers from other clubs across the country for friendly matches and members of the public who pay to play (131 last year), demonstrating its appeal as a visitor-accessible facility. Many of these players are accompanied by non-playing friends and family adding to overall footfall. Collectively, these visiting players and spectators support the local economy through spending on hospitality, retail and accommodation, reinforcing the club's wider economic value to the area.



Location indicated by blue arrow. Marrams Bowls Club and Putting Green extent shown on bottom plan

3. Options

3.1. This section sets out the range of options considered for the future of the site, outlining their implications, benefits, and requirements.

3.2. **Option 1** - Renew Lease and Undertake Roof Upgrade Works

- 3.2.1. Retain the current use of the site by the Bowls Club.
- 3.2.2. Undertake essential roof upgrades at costs outlined in the exempt appendix. These upgrades do not address wider improvements to the building which is generally in a poor state.
- 3.2.3. Roof upgrade with an improved insulation would have the added benefit of improving the energy performance of the site
- 3.2.4. Maintains community amenity but limits income potential.
- 3.2.5. Further details are outlined in the exempt appendix

3.3. **Option 2** - Freehold Transfer to Marrams Bowls Club

- 3.3.1. Transfer ownership of the asset to the Bowls Club, allowing continued community use and the wellbeing benefits it provides.
- 3.3.2. The purchaser will receive a lump sum payment as part of the transaction, which will contribute towards the cost of building renovations. This payment is aligned with the capital budget previously allocated by the Council for roof repairs. If the Council were to retain the building, it would remain liable for these roof repairs, with the associated costs expected to exceed the value of the proposed lump sum payment
- 3.3.3. Allows the Club to seek funding to improve facilities to meet their needs, improve the asset and seek to attract more users.
- 3.3.4. Removes Council's maintenance liability and associated costs.
- 3.3.5. Inclusion of the Putting Greens within the transfer is necessary because the putting green kiosk forms part of the Bowls Club building, and the two facilities share utility supplies that would be difficult and costly to separate if the Putting Greens were excluded. Including the Putting Greens also provides the Bowls Club with an income stream that can support ongoing maintenance of the property. Further operational dependencies relating to the Putting Greens are set out in the Exempt Appendix.
- 3.3.6. A freehold transfer prevents future commercial or strategic use of the site for the Council.
- 3.3.7 Any transfer should be subject to the Council retaining a pre-emption right to reacquire the site in the event that the Club seeks to dispose of the property or the property becomes disused. In addition, a restrictive covenant should be imposed on the land to limit its use to a bowls club, putting greens, and community space. An overage provision may also be included to ensure the

Council benefits from any future uplift in value if the site is sold. Transfer conditions will be subject to legal advice.

3.3.8 This option would see the asset transferred through community asset transfer for a nominal sum due to the social/wellbeing benefits the club provides.

- Promotion or Improvement of Economic Well Being

The Club generates ongoing economic activity by attracting visiting teams and spectators from across the country, many of whom make use of Cromer's hospitality, retail and accommodation businesses. This contributes directly to the local visitor economy.

The Putting Greens, which form part of the operational site, provide the Club and occupying business with an income stream that helps sustain the facility. Continued operation therefore supports the long-term financial viability of a locally valued sporting asset.

By sustaining a community run sports facility with strong year-round usage, the Club contributes to the economic vitality of the town, helping maintain football and spending associated with both residents and visiting players

- Promotion or Improvement of Social Well Being

The Club delivers significant social value by providing regular, year round opportunities for social interaction, community participation and inter club engagement, supporting 73 active members and hosting 76 official matches annually.

Participation in bowls offers accessible physical activity, supporting mobility, coordination and general fitness across a broad age range, while also providing structure, routine and companionship, key contributors to improved mental wellbeing.

The Club provides a welcoming and inclusive community setting that reduces social isolation and strengthens community cohesion.

3.3.9 This proposal aligns with Cabinets aspirations to keep assets local considering the imminent local government reorganisation.

3.3.10 Further details are outlined in the Exempt Appendix.

3.4 Option 3 – Redevelopment of the site (Full or Partial)

3.4.7 Previous redevelopment proposals were brought before Cabinet but were not taken forward, as the Bowls Club were not supportive of the proposed redevelopment due to loss of space. The proposals included the introduction of commercial concession units alongside a reduced Clubhouse footprint. The intention was to generate income to help subsidise redevelopment costs.

3.4.8 Although the anticipated rental income from the proposal has remained unchanged, construction costs associated with redevelopment have increased significantly due to inflation. Officers consider that the scale of capital

investment now required, set against a relatively fixed rental income, results in a limited return on investment. As such, the redevelopment is no longer considered financially viable.

3.4.9 Further information provided in the exempt appendix.

4 Corporate Priorities

4.3 The recommended option will support each of the following corporate priorities:

4.3.7 Boosting Business Sustainability and Growth – Potential opportunities for the Club to develop and grow supporting the local economy.

4.3.8 Financial Sustainability and Growth – Reduced maintenance liability for the Council.

4.3.9 Quality of Life – Retention and improvement of community asset and of bowls club members and users.

5 Financial and Resource Implications

5.3 Option 1 - Upfront capital costs with a low rental income as outline in the exempt appendix. Officer resource required to process the lease renewal and complete the roof upgrade works.

5.4 Option 2

5.4.7 An independent valuation has been obtained to demonstrate that the disposal complies with the requirements of the Local Government Act 1972 general disposal consent (England) 2003, specifically that the undervalue does not exceed £2m.

5.4.8 While the Council would forgo rental income from the Bowls Club and Putting Greens, this is offset by the release from ongoing repair and maintenance obligations, which currently outweigh the income received.

5.4.9 The purchaser will receive a lump sum contribution towards building repairs, equal to the capital budget originally allocated for its repair obligations.

5.4.10 Officer and legal resources will be required to complete the freehold transaction; however, once concluded, this will release capacity to focus on other priority work.

5.5 Option 3 – This option is not considered financially viable with the club remaining at the site.

5.6 Further information provided in the exempt appendix

Comments from the S151 Officer:

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

The recommended disposal option preserves amenity use of the facility and contributes to the visitor economy. The forgone rental income is far outweighed by the capital contributions the Council or its successor may have to make to preserve these buildings. Moreover, pre-emption rights mitigate any loss of future land value.

6 Legal Implications

- 6.3 The Council is currently bound by contractual obligations in respect of occupiers at the site, in accordance with the terms of their agreements.
- 6.4 Options 1-3 have legal implications, and each requires legal work to be carried out to progress the relevant transactions.
- 6.5 Legal advice will be obtained as relevant to the chosen option.
- 6.6 Further information provided in the exempt appendix.

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.

If Members proceed with the option recommended, there must be the appropriate steps such as valuation, as detailed in the report. The Council must be satisfied that the disposal for less than best consideration, under the General Disposal Consent, will promote or improve the economic, social, or environmental wellbeing of the area.

7 Risks

- 7.3 Continued deterioration of the building will cause health and safety risks to occupiers and public at large which the Council could be liable for under the lease.
- 7.4 Option 1 - Renewing the lease and undertaking the roof upgrade works carries risks relating to financial viability, as the required level of investment and the condition of the wider building remain uncertain. These factors present a long-term maintenance risk to the Council should it retain responsibility for the site.
- 7.5 Option 2 - The proposed freehold transfer to Marrams Bowls Club gives rise to risks associated with the loss of strategic control of the site, which forms part of the Council's wider cliff-top estate. These risks could be mitigated through the

inclusion of a pre-emption clause and the imposition of restrictive covenants on the land.

7.6 Option 3 - Redevelopment of the site, whether full or partial, presents significant risks due to increased construction costs, the need for stakeholder support, the level of funding required, and overall financial viability.

7.7 Further Risks are outlined in the exempt appendix

8 Net ZeroTarget

8.3 Option 1 - Renew Lease and Undertake Roof Upgrade Works

8.3.7 With the exception of the embodied carbon in the construction work required for the roof upgrade this option would see a slight reduction in operational carbon emissions from the property as a result of improved insulation.

8.3.8 The buildings current EPC rating is a B. A roof upgrade will improve insulation values however it is not expected to increase the EPC to an A rating.

8.4 Option 2 - Freehold Transfer to Marrams Bowls Club

8.4.7 While a disposal of the site would reduce the Council's overall asset-related emissions, the real impact on district-wide emissions would remain largely unchanged, as the club would continue to operate the facility in its current form.

8.4.8 However, ownership would provide the club with far greater access to external grant funding opportunities, enabling investment in building improvements that could enhance energy efficiency. Any such measures would have the potential to deliver longer-term reductions in emissions from the site, representing an environmental improvement that is unlikely to be achievable under the existing arrangement.

8.5 Option 3 - Redevelopment of the site (Full or Partial)

8.5.7 The impact on carbon emissions would need to be assessed based on the proposed redevelopment.

8.5.8 There would be embodied carbon in the demolition and construction of any new building.

8.5.9 A new building would have to comply with current building regulations requiring a good standard of energy performance, there would also be the opportunity to go beyond minimum standards to significantly reduce the energy consumption at the property.

9 Equality, Diversity & Inclusion

- 9.3 The club offers a community sport facility that encourages inclusion in sport. Loss of this asset could have an impact on residents' health and wellbeing.

10 Community Safety issues

- 10.3 With the exception of health and safety issues relating to the current poor condition of the building and further deterioration, there are no community safety issues regarding the continuation of the current tenant occupation of the property through lease renewal or freehold disposal.
- 10.4 Community safety issues would need to be assessed in detail if Option 3 of development is taken forward.

11 Conclusion

- 11.3 The Marrams Bowls Club remains a well-used and valued community asset, providing year-round opportunities for physical activity, social interaction and wider wellbeing benefits for residents and visitors. However, the condition of the Council-owned building, the associated maintenance liabilities and the need to ensure the long-term sustainability of the site require a clear decision on its future.
- 11.4 The three options presented each offer distinct implications for community use, financial responsibility, and the Council's strategic position. Option 1 would enable continuity but requires capital investment in a building with ongoing maintenance risks. Option 2 would secure continued community benefit while removing the Council's long-term liability, although it would limit the Council's strategic control of the site. Option 3 offers the potential for more substantial redevelopment but carries significant risks relating to viability, cost and deliverability.
- 11.5 In determining a preferred way forward, Cabinet is asked to balance the importance of retaining a valued community facility with the financial, legal and operational considerations associated with each option. A clear decision will enable officers to progress the necessary actions to secure the long-term future of the site and support the continued provision of community sport and wellbeing opportunities in Cromer.

12 Commentary on Options:

- 12.3 **Not to proceed with Option 1** - The officer recommendation, based on achieving best financial value and in accordance with the Council's statutory duty under Section 123 of the Local Government Act 1972, is not to proceed with Option 1. This is due to the level of investment required to undertake the repairs weighed against the income received from the lettings. However, should Members wish to pursue this option, they must be satisfied that it delivers sufficient improvement in social wellbeing to justify a departure from the general principle of securing best financial value. In such circumstances, the disposal may fall within the

scope of the General Disposal Consent (England) 2003. Delegated authority should then be granted to the Estates and Asset Strategy Manager to agree the final terms of the lease.

12.4 Proceed with Option 2

12.4.7 Given the constraints of the site and the needs of current occupants, it is recommended that Cabinet approve officers proceeding with Option 2. Any freehold transfer of the site must comply with the Council's statutory duty under Section 123 of the Local Government Act 1972, which requires the Council to obtain the best consideration reasonably obtainable unless an exemption applies.

12.4.8 In this case, the proposed transfer would rely on the General Disposal Consent (England) 2003, which permits disposals at less than best consideration where the Council is satisfied that the transaction will promote or improve the economic, social, or environmental wellbeing of the area. Members can be satisfied that the proposal meets this requirement due to the continued delivery of community sport, the associated health and wellbeing benefits, and the ability of the Club to secure investment in improving the facilities.

12.4.9 How this option complies with the General Disposal Consent (GDC) (England) 2003 is outlined in detail in section 3.3.8.

12.4.10 The difference between the land's disposal value, as assessed by an independent valuer, and the consideration to be received is significantly below £2,000,000 (two million pounds) and therefore meets the criteria set out in the GDC 2003.

12.4.11 Delegated authority should be granted to the Asset Strategy Manager or the Assistant Director for Finance and Assets to agree the final terms of the transfer and associated legal documents.

12.4.12 That Members note that Option 2 incorporates the freehold transfer of both the Bowls Club building and the adjoining Marrams Putting Greens, and that this will require transfer of the putting greens with a sitting tenant or termination of the Putting Green businesses license prior to the property being transferred.

12.5 **Not to proceed with Option 3** – Officers do not consider this option to be financially viable, given the site constraints, construction costs, and the limited opportunity for income generation whilst the bowls club occupies the site. This conclusion is based on an independent assessment of construction costs and officers experience of local rental values. In addition, the Bowls Club is not supportive of the proposal due to the impact on their usable space

Recommendation

That Cabinet resolves to:

Provide approval for officers to proceed with Option 2 to transfer the freehold of the Property, known as the Marrams Bowls Club and Marrams Putting Greens, to the Marrams Bowls Club.

Progression of Option 2 should therefore be subject to:

- Completion of legal due diligence.
- Inclusion of appropriate safeguards (such as a pre-emption clause, restrictive covenants to secure community use, and overage provisions as appropriate).
- Further discussions with both the Bowls Club and the Putting Green tenant.

Delegate authority to the Asset Strategy Manager or the Assistant Director for Finance and Assets to agree to the final terms of the transfer and associated agreements.

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