

# Overview & Scrutiny Committee



**Please contact:** Democratic Services

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Tuesday, 8 September 2026

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 16 September 2026** at **9.30 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 notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. 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 516108, Email: [democraticservices@north-norfolk.gov.uk](mailto: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 must 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.

Please note that Committee members will be given priority to speak during the debate of agenda items

**Emma Denny**  
**Democratic Services Manager**

**To:** Cllr V Holliday, Cllr M Gray, Cllr S Penfold, Cllr P Bailey, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr P Heinrich, Cllr N Housden, Cllr C Rouse, Cllr K Bayes and Cllr K Leith

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. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 15 July 2026.

**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. DECLARATIONS OF INTEREST**

9 - 14

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.

**7. PETITIONS FROM MEMBERS OF THE PUBLIC**

To consider any petitions received from members of the public.

**8. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER**

To consider any requests made by non-executive Members of the Council, submitted to the Democratic Services Manager with seven clear working days' notice, to include an item on the agenda of the Overview and Scrutiny Committee.

**9. RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS**

To consider any responses of the Council or the Cabinet to the Committee's reports or recommendations:

**10. POLICE & CRIME COMMISSIONER**

The Police and Crime Commissioner to attend the Committee to provide an overview of the Police & Crime Plan and respond to questions.

9.35 – 10.45

**11. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN- TO END OF Q1**

15 - 44

To review the Council's performance and make any recommendations to Cabinet.

11.00 – 11.30

| <b>Reporting progress implementing Corporate Plan 2023-27<br/>Delivery against Action Plan 2026/27 to end of Quarter 1 – 31<br/>March 2026 – 30 June 2026</b> |                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Summary</b>                                                                                                                                      | This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2026-27.                                                                                                                                                                        |
| <b>Options considered</b>                                                                                                                                     | This is a report on the progress being made to deliver against the Council's Corporate Plan.                                                                                                                                                                                              |
| <b>Consultation(s)</b>                                                                                                                                        | The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months. |
| <b>Recommendations</b>                                                                                                                                        | O&S is invited to note the contents of the report and provide comments on any items they feel appropriate.                                                                                                                                                                                |
| <b>Reasons for recommendations</b>                                                                                                                            | That O&S are aware of the progress made to deliver the priorities for the year 2026-27 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.                                                                        |
| <b>Background papers</b>                                                                                                                                      | Corporate Plan 2023-27<br>Annual Action Plan 2026-27                                                                                                                                                                                                                                      |

## 12. BUDGET MONITORING P4

45 - 78

To review the Budget Monitoring report and make any recs to Cabinet.

11.30 – 11.45

|                                           |
|-------------------------------------------|
| <b>BUDGET MONITORING Period 4 2026/27</b> |
|-------------------------------------------|

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|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Summary</b>           | <p>This report provides the first update on the Council's financial performance and projected full year outturn position for 2026/27 for the revenue account, capital programme, reserve statement as at the end of July 2026.</p> <p>As at 31 July 2026, the General Fund Forecast Outturn position for 2026/27 is a surplus of £0.367m. This is after adjusting for all known variations and full year forecasting by service managers.</p>                                                                                                                                               |
| <b>Options considered</b>          | This is an update report on the Council's financial position and so no other options were considered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Consultation(s)</b>             | This is an update report on the Council's financial position, and no other consultations were considered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Recommendations</b>             | <p><b>Members are asked to consider the report and recommend the following to full Council:</b></p> <ul style="list-style-type: none"> <li>a) Note the contents of the report and the current forecast year end position.</li> <li>b) Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a £60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG</li> <li>c) Seek approval to transfer £2.0m from the General Reserve to the New Burdens Reserve.</li> </ul> |
| <b>Reasons for recommendations</b> | To update members on the current budget monitoring position for the Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Background papers</b>           | Budget report, Budget Monitoring reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## WORK PROGRAMMES

### **13. THE CABINET WORK PROGRAMME 79 - 82**

To note the upcoming Cabinet Work Programme.

11.45 – 11.50

### **14. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 83 - 92**

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme, training updates and to receive any further information which Members may have requested at a previous meeting.

11.50 – 12.00

### **15. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

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

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## OVERVIEW & SCRUTINY COMMITTEE

**Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 15 July 2026 in the Council Chamber - Council Offices at 9.30 am**

|                                   |                                                                                                                                                                                                                                       |                                                  |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>Committee Members Present:</b> | Cllr V Holliday (Chairman)                                                                                                                                                                                                            | Cllr M Gray (Vice-Chairman)                      |
|                                   | Cllr S Penfold<br>Cllr C Cushing<br>Cllr P Heinrich<br>Cllr K Bayes                                                                                                                                                                   | Cllr P Bailey<br>Cllr A Fletcher<br>Cllr C Rouse |
| <b>Members also attending:</b>    | Cllr J Boyle,<br>Cllr L Shires,<br>Cllr L Withington,                                                                                                                                                                                 |                                                  |
| <b>Officers in Attendance:</b>    | Director For Resources, Assistant Director for Resources, Assistant Director People Services, Deputy Monitoring Officer, Revenues Manager, Democratic Services and Governance Manager and Democratic Services and Governance Officer. |                                                  |

### **1 TO RECEIVE APOLOGIES FOR ABSENCE**

Apologies were received from Cllr K. Leith, Cllr P. Bailey and Cllr M. Hankins.

### **2 SUBSTITUTES**

None

### **3 PUBLIC QUESTIONS & STATEMENTS**

None

### **4 MINUTES**

The minutes of the meeting of the Committee held on 10<sup>th</sup> June 2026 were proposed by Cllr Heinrich and seconded by Cllr Fletcher to be approved as a correct record.

### **5 ITEMS OF URGENT BUSINESS**

None

### **6 DECLARATIONS OF INTEREST**

None

### **7 PETITIONS FROM MEMBERS OF THE PUBLIC**

None

### **8 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A**

## **MEMBER**

None

### **9 RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS**

None

### **10 2025/26 OUTTURN REPORT**

Cllr L Shires presented the report, noting that the anticipated surplus for the year 2025/26 had been achieved as anticipated. She brought the Committees attention to the change to recommendation c) which came about as a result of discussions at Cabinet, namely for the surplus identified to be transferred to a New Burdens Reserve.

The Chair and Cllr Cushing thanked Cllr Shires and Officers for a helpful and well laid out report.

Following a question from Cllr Cushing, Cllr Shires confirmed she would provide the Committee with details of which s106 developments funded the £188k Fakenham play area renovations. Cllr Cushing also asked for further information regarding Employer pension contributions. The DFR confirmed that payments were identified within each cost centre and he would provide the Committee with total cash contributions.

Cllr Penfold asked whether the new burden reserve would be sufficient to cover anticipated matters. Cllr Shires indicated that the government was asking for more to be delivered with less funding and the reserve was intended to cover these matters. Cllr Penfold also queried why NNDC were picking up the cost relating to Cromer Church wall, The DFR indicated he believed this to be historic following the widening of the High Street which resulted in a transfer of responsibilities.

Cllr Fletcher asked for clarification the sums identified for defects (£155k) relating to the Reef. Cllr Shires confirmed that this was to cover expected new build snagging and maintenance.

Cllr Bayes asked for more information regarding the shortfall in capital receipts detailed on page 30. Cllr Shires stated that where NNDC had excess land or assets they were disposed of, such as the Cedars in North Walsham, although market conditions were a factor. Cllr Bayes requested clarification on the spending relating to the 3G Pitch in North Walsham, Cllr Shires confirmed the spending related to Fakenham but reiterated that if the pitch could be facilitated in North Walsham, NNDC had agreed to support it.

Following a question from Cllr Bayes, Cllr Shires explained that rolled over unspent capital in connection with the Rocket House, related to temperature control of the building which was critical to control moisture in the building to prevent further issues.

The Chair asked whether, given the surplus there was less likely to be a need to increase Council Tax. Cllr Shires stated that given that NNDC manage its finances well she would hope that was the case but noted that this reflected what was known now and there was uncertainty over the government's position and funding. There

would also be the need to consider the impact of LGR and the need to equalise banding across neighbouring authorities.

The Chair noted there was £1.8m capital rolled forward. Cllr Shires confirmed that this related to the intended purchase of 9 more properties for families in housing need. Cllr Boyle explained to the Committee that work was ongoing to search for suitable properties and confirmed that the funds would be spent this year.

Cllr Cushing asked for clarification as to why the capital funding programme for FLASH was not forecast according to project plan. Cllr Shires confirmed that it was a single project and therefore the total cost and remaining amount was identified and believed this was a transparent approach.

The Chair asked for clarification relating to the borrowing identified, believing it to be as expected, and details of the Electric Vehicle (EV) spend noted. Cllr Shires explained that whilst it would prefer no borrowing, at times it was needed, although this was usually borrowing from the government. The DFR confirmed the EV in question was a replacement for a vehicle which had reached the end of its lease.

Cllr Penfold proposed and Cllr Fletcher seconded that the following be recommended to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2025/26 (as shown in Appendix A);
- b) The transfers to and from reserves as detailed within the report (and Appendix C);
- c) The surplus of £0.354m to be transferred to the New Burdens Reserve
- d) To note the balance on the General Reserve of £4.266m.
- e) The financing of the 2025/26 capital programme as detailed within the report and at Appendix D.
- f) The updated capital programme for 2026/27 to 2031/32 and scheme financing as outlined within the report and detailed at Appendix E;
- g) Approval of additional funding to cover capital project overspends of £0.012m as detailed in paragraph 5.7.
- h) Approval of capital project budget roll-forwards from 2025/26 into 2026/27 paragraph 5.10.
- i) To note the addition of £26,834 towards Property Services Electric Vehicles, to be funded by the Asset Management Reserve over a four-year lease period. This budget has been approved by the Deputy S151 Officer under constitutional powers.
- j) To approve the addition of £188,539 to renovate Fakenham Play Area to be funded from Capital S106 Contributions in 2026/27.
- k) To approve the addition of £100k to the Community Housing Fund (Grants to Housing Providers) project, to be funded by Capital Receipts following a repaid grant in 2025/26.
- l) To approve the updated Cromer Coast Protection Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been awarded to the Mundesley Coastal Defences project only. This leaves the 2025/26 budget as £1,037,656. This is a movement of budget from the Cromer scheme to the Mundesley Scheme to meet grant conditions.
- m) To approve the updated Mundesley Coastal Management Scheme budget to reflect that the approved RFCC (Environment Agency) grant has been 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.

## **11 DEBT RECOVERY 2025-26**

Cllr Shires presented the report, noting the excellent performance of the team, being within the top 3-4% of collection teams in the Country and at the top collection rate in Norfolk and the East of England. Cllr Shires noted the work the team does with the financial inclusion team to ensure a “wrap around” service for residents.

The Chair noted the increase in arrears and asked for reasons. The RM explained that the cost-of-living crisis was the main driver. In respect of Business Rates, the energy situation and the price of oil was part of the challenges faced. The RM stressed that in NNDC the team listened and engaged to assist. The Chair asked about how often the dedicated CAB support was available and whether it was sufficient? Cllr Shires suggested that local members could assist by making people aware of the financial inclusion team.

The Chair also asked for explanation of the difference in direct debit rates for Council Tax and Business Rates. The RM confirmed this was an ongoing difference with larger businesses often preferring to pay by BACS.

Cllr Bayes thanked officers for a good report and asked whether information was available to show whether specific areas had greater arrears than others and whether the same people were chased year on year. The RM stated that the team had not specifically identified by geographic area but would review this and consider this further and whilst there were repeat issues, the team did its utmost to help, encouraging engagement.

Cllr Rouse enquired about payment plans agreed, Cllr Shires expressed that dialogue was critical and consideration was given to other outgoings and real affordability and arrears payment set accordingly.

Cllr Bayes proposed and Cllr Gray seconded and It Was **Unanimously Resolved** that the Full Council:

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

## **12 HOUSING BENEFIT DEBT RECOVERY REPORT 1/4/25 - 31/3/26**

The ADPS presented the report, bringing to the attention of the Committee the outstanding debt of £880k and a recovery rate of 31%, noting that this amounted to a strong performance (as considered by DWP). She explained that Housing Benefit is a difficult debt to collect and unlike Council Tax was not considered a “priority debt”.

Cllr Cushing asked for information as to the primary reason why debts occurred. The ADPS detailed that there were 2 main reason, claimant error and Local Authority error, most cases resulting from Claimant error, for example a delay in notifying a change of circumstances.

The Chair asked for information regarding benchmarking the of processing of new claims. The ADPS explained that the team dealt with approximately 2,000 changes each month which were handled as a priority and continued to look at ways to automate to release resources.

Cllr Penfold asked about the recovery rate and the connection with the migration to universal credit. ADPS noted that the team were utilising different enforcement methods if enforcement agents were not successful. The team were trialling the use of a company called "Payment Plan" who used electronic methods to encourage payment and payment plans. This was initially a free trial, and the team would be analysing success and consider the ongoing costs.

Cllr Fletcher believed that Norwich City Council performed well in this area, the ADPS commented that the fact that they had their own housing stock would distort the comparison.

The Chair commented on the strategies for prevention of debt and the Committee discussed the option to add a paragraph to reflect the preventative approach taken.

The Chair proposed and Cllr Rouse seconded that it be recommended that a new paragraph be added to the strategic approach to identify the preventative approach taken.

It was **unanimously resolved** to accept this recommendation.

Cllr Gray proposed and Cllr Rouse seconded and that it was **RESOLVED unanimously to recommend that Full Council:**

- i Note the performance of the debt management function carried out by the Benefits service.
- ii Note the debt write-offs for the year.
- iii Note the ongoing impact of the completed Universal Credit migration programme on Housing Benefit debt recovery and collection methods.
- iv To support the implementation of future recovery strategies, with a new paragraph being added to the strategic approach to identify the preventative approach taken.
- v To approve the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.

### **13 DELEGATED DECISIONS JANUARY 2026 ONWARDS**

DSGM presented the report.

The Committee received and noted the report.

The Committee adjourned at 10.50am.

Cllr Rouse left the meeting.

The Committee reconvened at 11 am.

## **14 DEPRIVATION AND SUBSTANCE ABUSE**

The DSGO introduced the agenda item, reminding members that following an item on the April agenda, the Committee had asked for a further agenda item to allow them to consider themes and to consider where the Committee might add further value. Included within the pack was further information received from Officers on health-related barriers.

The Chair noted that she had expected that the Committee would have raw data they could consider, the ADPS confirmed that the data is broad, but she would be happy to provide the relevant data if the Committee gave guidance on which areas it wished to see.

The ADPS presented the additional information on health-related barriers, noting it combined deprivation data, health inequality information and Low-Income Family Tracker (LIFT) data to identify areas where disadvantage is concentrated and where preventative interventions may have the greatest impact.

Members were advised that health-related barriers are closely linked to broader social and economic issues, including income, employment, housing, transport, access to services and disability. The ADPS recognised that whilst North Norfolk was not among the most deprived districts nationally overall, the data identified specific market towns, coastal communities and rural areas where multiple forms of deprivation overlap, this included the wards of North Walsham East, Stalham, Lancaster South and Suffield Park, which feature across a number of deprivation indices, including income, employment and health. Additional areas identified included Cromer, North Walsham West, Holt, Wells with Holkham and Mundesley wards, with other areas of deprivation across the district.

The ADPS referenced the North Norfolk Health and Wellbeing Partnership and the development of a North Norfolk anti-poverty strategy. The Chair invited general comments from members. Cllr Penfold asked for information on the extent to which education was a factor. The ADPS referred to the specific group of NEET's (Not in Education, Employment or Training), which was receiving targeted support, Cllr Penfold identified that he was interested in education attainment in relation to up to 16 years and the ADPS agreed to speak to NCC to establish what data was available.

Cllr Gray believed that the Committee might need to step back and agree what areas it wished to consider before concentrating on Health. The Chair noted that within the report, the barriers to housing and services struck her and considered this was an area where NNDC had levers.

Cllr Bayes agreed that education was very important particularly the significance of the increase in NEETs. He was concerned about the lack of aspiration and available jobs and would appreciate more information about employment and education.

Cllr Heinrich, agreed with earlier comments regarding education but also believed employment was an issue across all wards and there are not enough permanent office based/factory jobs. He also noted the cost of transport particularly for access to further education.

Cllr Gray suggested the Committee consider the current report at this meeting. Cllr Shires offered to share the work she had done, noting that it could provide very granular data at street level. The Chair invited Cllr Withington to provide the Committee with information on the North Norfolk Health and Wellbeing Partnership.

Cllr Withington explained to members that the partnerships were place-based and coordinated action to address health inequalities through partnership working, the partnership considers wider causes of health inequalities, including employment, housing, transport and digital inclusion and that its priorities within the North Norfolk Partnership included musculoskeletal health, digital inclusion, mental health, health literacy and healthy living.

She identified that public health funding (£200,000 over 2 years) was used to support the coordination of the Partnership, commissioned projects and community projects targeted at reducing inequalities and improving wellbeing outcomes.

The Chair thanked Cllr Withington for the useful update. The Chair asked the Committee for views on where the Committee could add value.

Cllr Cushing considered the topic serious and believed that the issue of housing was within the remit of NNDC and therefore the Committee could add value. In terms of the recommendations proposed he was unsure what NNDC are being asked for and brought this into the context of the LGR proposal and the longevity of the organisation.

Cllr Gray stated that he was not against creation of anti-poverty strategy but suggested the Committee consider more broadly the areas it wished to cover. The Chair suggested that the Health & Wellbeing Partnership had actions within the wider health remit covered and Cllr Heinrich agreed that the Committee should support the Partnership.

The Chair asked whether the Committee could offer pre-scrutiny on the anti-poverty strategy. The ADPS confirmed it would be a new strategy, pulling together all the work currently being undertaken and looking forward post LGR. Cllr Cushing asked whether the resourcing for such a strategy had been approved as available, noting that such a strategy would be complicated to put together. Cllr Penfold believed it was an important piece of work. The Chair and Cllr Gray suggested that the Committee endorse the principle, with Cllr Gray proposing and Cllr Heinrich seconding 10.2 (page 138) of the report.

The Chair suggested that the Committee noted the report from the North Norfolk Health and Wellbeing Partnership (10.1 page 138)

The Committee discussed and agreed that 10.3 (page 138) could be removed as was covered by the Partnership but asked for a quarterly update to the Committee.

The Committee discussed 10.4 and 10.5 (page 138) and believed that there were not within the remit of the Committee or were otherwise continuing in any event.

The Chair suggested an additional resolution relating to access to housing, Cllr Gray considered it appropriate that the Committee set aside time to consider the wider themes.

Following a suggestion from Cllr Gray which was supported by Cllr Heinrich, the Committee agreed to invite Cllr Shires to help the Committee to explore the data and that this would be outside the formal meeting of the Committee.

Cllr Gray proposed and Cllr Heinrich seconded and it was **Resolved Unanimously** that

1. The Overview & Scrutiny Committee noted the report from the North Norfolk Health and Wellbeing Partnership and invited the Partnership to provide the Committee with an update every quarter; and
2. The Overview & Scrutiny Committee endorse the development of a North Norfolk Anti-Poverty Strategy to provide a co-ordinated framework for addressing the wider determinants of health, including income, employment, housing, financial resilience and access to services.

## **15 MOBILE CONNECTIVITY SURVEY**

Cllr Gray updated the Committee on progress, noting that he and the Chair had provided some proposed questions for the survey to the Communications team and were meeting them later in the day to discuss next steps.

## **16 THE CABINET WORK PROGRAMME**

The Committee noted the programme.

## **17 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

The Committee noted the work programme and update, acknowledging that there was a risk that the planned PCC attendance in September may need to change given the upcoming election. The Committee requested that Anglian Water be asked for a written update instead of in person attendance in December and that UK Power Network be invited to attend the Committee in December.

The meeting ended at 11.55 am.

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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](#).

| <b>Subject</b>                                           | <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Employment, office, trade, profession or vocation</b> | Any employment, office, trade, profession or vocation carried on for profit or gain.<br>[Any unpaid directorship.]                                                                                                                                                                                                                                                                                                                |
| <b>Sponsorship</b>                                       | 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.<br>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992. |
| <b>Contracts</b>                                         | 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>                                                                                                                                                                                       |
| <b>Land and Property</b>   | <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>                                                                                                                                                                                                        |
| <b>Licenses</b>            | <p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Corporate tenancies</b> | <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>                                                                                                                                                                                                                                   |
| <b>Securities</b>          | <p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p> |

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

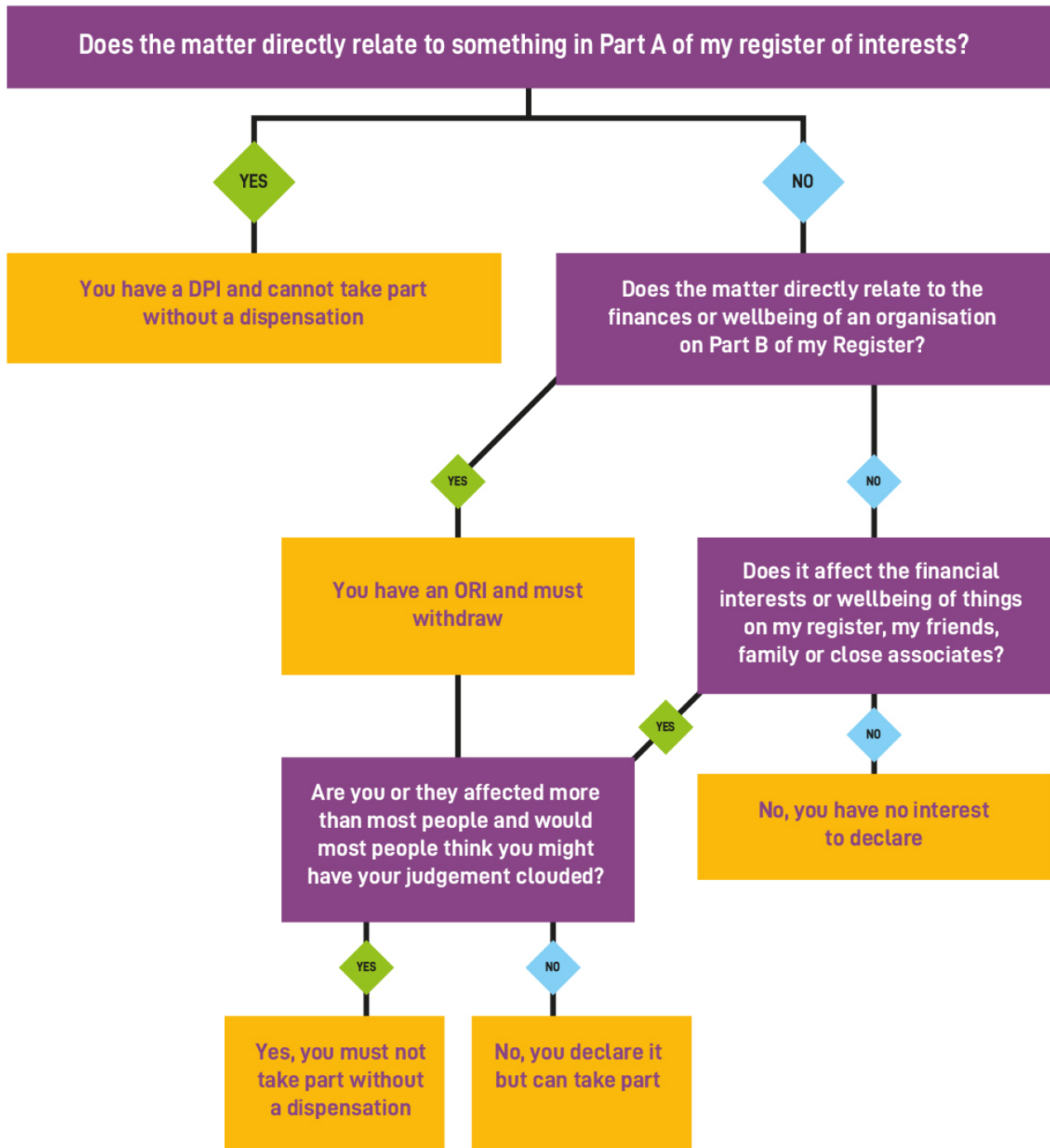
\* 'director' includes a member of the committee of management of an industrial and provident society.

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

## **Table 2: Other Registrable Interests**

You have a personal interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority
- b) any body
  - (i) exercising functions of a public nature
  - (ii) any body directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



| <b>Reporting progress implementing Corporate Plan 2023-27</b><br><b>Delivery against Action Plan 2026/27 to end of Quarter 1 – 31 March 2026 – 30 June 2026</b> |                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Summary</b>                                                                                                                                        | This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2026-27.                                                                                                                                                                        |
| <b>Options considered</b>                                                                                                                                       | This is a report on the progress being made to deliver against the Council's Corporate Plan.                                                                                                                                                                                              |
| <b>Consultation(s)</b>                                                                                                                                          | The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months. |
| <b>Recommendations</b>                                                                                                                                          | O&S is invited to note the contents of the report and provide comments on any items they feel appropriate.                                                                                                                                                                                |
| <b>Reasons for recommendations</b>                                                                                                                              | That O&S are aware of the progress made to deliver the priorities for the year 2026-27 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.                                                                        |
| <b>Background papers</b>                                                                                                                                        | Corporate Plan 2023-27<br>Annual Action Plan 2026-27                                                                                                                                                                                                                                      |

|                          |                                                                                                                                                                                                    |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Wards affected</b>    | All                                                                                                                                                                                                |
| <b>Cabinet member(s)</b> | Cllr Tim Adams                                                                                                                                                                                     |
| <b>Contact Officer</b>   | Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board<br>Email:- <a href="mailto:steve.hems@north-norfolk.gov.uk">steve.hems@north-norfolk.gov.uk</a> |

| <b>Links to key documents:</b>        |                                                                                                                          |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Corporate Plan:                       | This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.             |
| Medium Term Financial Strategy (MTFS) | Ensuring the Action Plan 2026-27 is being implemented as planned and this will help to ensure that the MTFS is achieved. |
| Council Policies & Strategies         | Corporate Plan 2023-27                                                                                                   |

| <b>Corporate Governance:</b>                       |                                                                                                                                                                                     |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this a key decision                             | No                                                                                                                                                                                  |
| Has the public interest test been applied          | Not applicable. Item is not exempt.                                                                                                                                                 |
| Details of any previous decision(s) on this matter | Corporate Plan 2023-27 as approved by Full Council on 17 <sup>th</sup> July 2023.<br><br>Corporate Plan 2023-27 Action Plan 2026-27 approved by Cabinet 9 <sup>th</sup> March 2026. |

## **1. Purpose of the report**

- 1.1 The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 and the first quarter of the Action Plan 2026-27 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

## **2. Introduction & Background**

- 2.1 Full Council approved the Corporate Plan 2023-27 and the Annual Action Plan for 2026-27 at its meeting of 9<sup>th</sup> March 2026.
- 2.2 This report details the progress made to the end of June 2026 up to the first quarter of the 2026/27 Annual Action Plan and identifies any issues with the delivery of individual actions and puts forward proposals for how these would be addressed.

## **3. Overview of progress**

The tables below show overall progress in implementing the Corporate Plan Annual Action Plans 2026-27 up to the end of Quarter 1.

### **Key**

|                     |                                                                             |
|---------------------|-----------------------------------------------------------------------------|
| <b>Red</b>          | Actions will not deliver planned outcomes without significant interventions |
| <b>Amber</b>        | Actions off track but with changes being made will achieve planned outcomes |
| <b>Green</b>        | Actions on track and will deliver planned outcomes                          |
| <b>N/A</b>          | Not applicable as not due to start yet                                      |
| <b>Missing Data</b> | Update not provided by the Lead Officer                                     |

- 3.1 **Progress in delivering the 2026-27 Annual Action Plan 1 April 2026 to 30 June 2026.**

- 3.2 The table below shows the status for each of the actions identified within the plan up until the end of Quarter 1.

| RAG status/ Stage | Not Started | In Progress | Completed | Cancelled |
|-------------------|-------------|-------------|-----------|-----------|
| Red               | 0           | 1           | 0         | 0         |
| Amber             | 0           | 3           | 0         | 0         |
| Green             | 0           | 27          | 1         | 0         |
| NA                | 0           | 0           | 0         | 0         |

### 3.3 Details of all Actions

To review the updates for all the actions please see:-

- Appendix A Action Plan 2026-2027 Progress Update – Qtr 1 1 April 2026 to 30 June 2026.

### 3.4 Summary

This is the first reporting period for the 2026/27 Annual Action Plan.

Whilst a number of actions have been carried forward from the last Annual Action Plan a proportion have been updated or modified to reflect previous progress but maintain an ongoing trajectory for continued work.

All of the actions in the Action Plan are in progress with the exception of the LGA Corporate Peer Challenge which has been completed. This reflects the completion of the remaining work to complete this outstanding action from the previous plan.

The majority of actions (28 out of 32) are on track with only four reporting some problems. In all of these progress has been made however, they are behind the originally intended timescales.

There is one action in the Annual Action Plan that is reporting as Red on the RAG rating system. This relates to the introduction of a domestic food waste service where the issues relate to the cost of the service compared to the level of funding received from government and challenges in service design and the required depot space, which exceeds that currently available.

## 4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2026-27 are implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

## 5. Financial and Resource Implications

- 5.1 There are no financial or resource implications arising directly from this report.

**Comments from the S151 Officer:**

*This report does not create any financial liabilities in itself but mitigating any lack of progress on the Corporate Plan actions may require additional financial or other resources.*

**6. Legal Implications**

There are no legal implications arising directly from this report.

**Comments from the Monitoring Officer**

*This is an update report. There are no legal implications arising from this report or specific governance issues identified.*

**7. Risks**

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Annual Action Plan 2026-27. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

**8. Net Zero Target**

- 8.1 The Corporate Plan 2023-27 Annual Action Plan and 2026-27 contain actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero target.

**9. Equality, Diversity & Inclusion**

- 9.1 The Corporate Plan 2023-27 Annual Action Plan 2026-27 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity and inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

**10. Community Safety issues**

- 10.1 This report does not have any impact on community safety issues.

**11. Conclusion and Recommendations**

**Cabinet is invited to note the contents of the report and provide comments on any items they feel appropriate.**

# Action Plan 2026/2027

## Updates for Quarter 1



| Ref | Action                       | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Lead Officer | Corporate Plan objective                                                                                                                                                                        | Stage       | RAG Status | Lead Officer comment (most recent update for Jul/Aug in red)                                                                                                                                                                      | Last Updated |
|-----|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1   | New North Norfolk Local Plan | Having adopted our new Local Plan in December 2025, the Planning and Infrastructure Act 2025 requires us to commence a review of the Plan with a clear timetable. We will therefore commence this review giving priority to considering further how economic and housing growth can be achieved in the district alongside the protection and improvement of our local environment and delivering climate resilient sustainable growth. (New action for 2026/27). | David Glason | Our Greener Future - Continue our journey to Net Zero. - Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district | In Progress | Green      | Work has begun on revising the Local Plan. To support this work Full Council agreed to the recruitment of an additional post and appointments have been made. Progress is on track to meet the milestones required by Government. | 13/08/2026   |

|   |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |                                                                                                                                                                                                                                                                                                          |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
|---|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 2 | Climate Impact                           | Continue to monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for. (Carried forward as an amended action from the 2025/26 AAP).                                                                                                                                                                                                                                           | Kate Rawlings | Our Greener Future - Continue our journey to Net Zero. - Continuing our own annual emissions reductions to reach Net Zero by 2030                                                                                                                                                                        | In Progress | Green | The carbon footprint calculations for 25/26 are almost complete –only data missing is from Serco contract. A review of the Net Zero section in Committee reports showed that they were not being used as consistently as possible. The chair of the Decarbonisation Board brought this to the attention of CLT and has undertaken to monitor this as part of his review as section 151 officer. Works continue to reduce the reliance of our other assets on fossil fuels including exploring the business cases for solar PV on several of the Council's buildings.                                                | 04/08/2026 |
|   | Household waste recycling and food waste | Continue to monitor, and look to increase, the percentage of household waste collected which is recycled through programmes of education and public awareness and work with other rural authorities to lobby Government for additional funds to support the introduction of a weekly food waste collection service and collection of plastic film products in future years, recognising that at present the costs of the weekly food waste service is uneconomic. (Carried forward as an | Emily Capps   | Our Greener Future - Tackle environmental waste and pollution. - Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household. | In Progress | Red   | The cost of delivering this service is only partially funded through Government New Burdens funding, which is not separately identified within the financial settlement. In addition, the contractor's current depot configuration is insufficient to accommodate the full fleet of vehicles required to deliver the service. As a result, either additional depot facilities will be needed or significant modifications will be required to the existing depot. No Government funding has been made available to support these depot requirements, meaning that the full cost will need to be met by the Council. | 07/08/2026 |

|   |                     |                                                                                                                                                                                                                                             |                |                                                                                                                                                                                                                                |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |
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|   |                     | amended action from the 2025/26 AAP).                                                                                                                                                                                                       |                |                                                                                                                                                                                                                                |             |       | <p>Whilst work on the Food Waste Collection rollout continues, a number of challenges remain. Although these are largely outside the Council's control, they have impacted project timescales and mean that implementation is not currently expected to take place until 2027.</p> <p>The Council continues to work closely with its contractor, Serco, to finalise the service design and associated costs. Depot accommodation requirements have yet to be fully resolved; however, progress is being made in identifying and securing additional depot provision.</p> <p>The Government recently announced a delay in the requirement to introduce the recycling of films and flexibles to 2030.</p> |            |
| 4 | Coastwise programme | 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. | Alastair Zangs | Our Greener Future - 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. | In Progress | Green | <p>Transition from CTAP to CAP progressing. Cabinet Report updating on progress and to delegate authority to develop and submit the Coastal Adaption Pilot (CAP) Business Case Update for further time and funding approved and ratified by Full Council. Report and request for 10% contribution funding submitted by NNDC on behalf of NNDC, GYC and ESC to Anglian Eastern Regional Flood and Coast Committee, the funding</p>                                                                                                                                                                                                                                                                       | 12/08/2026 |

|   |                          |                                                                                                                                                                                                                                                                                                                  |              |                                                                                                                                                                                                                   |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
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|   |                          |                                                                                                                                                                                                                                                                                                                  |              |                                                                                                                                                                                                                   |             |       | supported was approved. Recruitment in to Team Leader Role completed with internal appointment, Project Enabler role appointed with an additional role to backfill internal promotion. Contracts for team extended. Coastal Housing Assurance Scheme continuing to develop and forms the main part of the CAP business case update. Land acquisitions to support coastal adaptation progressing well with some successes to date. Digital Heritage project near completion with another community now looking to replicate aspects in a separate village. Happisburgh Car park still awaiting finalisation of highways needs to enable constructed car park to be connected to the road network. Successful community events around the community transition plans in Happisburgh and Trimmingham. Coastal Change Management area national update to guidance progressing well. |            |
| 5 | Rural Position Statement | Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage by August 2025 and proposes future policy responses so that there is a clear baseline | Robert Young | Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, | In Progress | Amber | Further discussions have been had to define the nature of the Rural Position Statement and the outcomes expected. Liaison with other external organisations has also been had, including Norfolk County Council and Transport East. Once a clear direction is determined, the data will be sourced and resources will be found to draft the statement. Capacity limitations are impacting the rate of progress.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 12/08/2026 |

|   |                     |                                                                                                                                                                                                                                                                                  |              |                                                                                                                                                                                                                                                                                               |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
|---|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|   |                     | record of such assets to pass to any “new” local authority established through Local Government Reorganisation.                                                                                                                                                                  |              | shape their area and allow us to continue to improve services they receive.                                                                                                                                                                                                                   |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| 6 | Neighbourhood Plans | Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation. | David Glason | Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive. | In Progress | Green | <p>Parish Councils actively developing Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead.</p> <p>Parish Councils with an adopted Neighbourhood Plan are: Blakeney, Corpusty &amp; Saxthorpe, Holt, Ryburgh and Wells-next-the-Sea</p> <p>See: <a href="https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/">https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/</a></p> <p>Formal consultation Under Regulation 14 stage of the Neighbourhood Plans regulations took place with regards the emerging Tunstead NP between 9th February and 22 March 2026 and has now closed . Formal submission of the final NP for examination is expected in the coming months.</p> <p>Formal consultation is currently being undertaken with regard Hoveton NP</p> | 06/05/2026 |

|   |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                     |             |                                                                                                                                                                                                                                      |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
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|   |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                     |             |                                                                                                                                                                                                                                      |             |       | <p>between 31st March and 1st June 2026</p> <p>Good progress has been made on the emerging Trunch Np and it is expected that a consultation version will be available for formal consultation under regulation 14 in the Spring</p> <p>It is understood that the Stalham NP consultation version is complete, but no date has been set for the formal consultation under regulation 14 by the parish council.</p>                                                                                                                                                                                                                                                                                                                                   |            |
| 7 | Health, wellbeing and financial inclusivity initiatives | In light of changes impacting a number of our partners, we will review the focus of our People Services team to deliver important preventative and early intervention services, and support our communities prioritise the delivery of health, wellbeing and financial inclusivity to our most vulnerable and hard to reach residents. (Carried forward as an amended action from the 2025/26 AAP). | Trudi Grant | Developing our Communities - Promote health, wellbeing and independence for all - Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable. | In Progress | Green | <p>During the last quarter, 1st January 2026 – 31st March 2026 NNDC continued to deliver externally funded projects in relation to Falls and Frailty and Proactive Intervention. Both projects utilise data to identify people who have had a recent fall or who are identified as being vulnerable. Proactive contact and with consent, holistic conversations are held to identify support the person may need to reduce risk, promote wellbeing, and improve quality of life.</p> <p>Th focus has been on delivering high quality interventions through the funding streams already obtained rather than chasing further funding with limited resources to deliver.</p> <p>Additional funding of £50,000 from NNDC has been awarded to North</p> | 05/08/2026 |

|   |                                                       |                                                                                                                                                                                                                                                                                                                                                              |              |                                                                                                                                                                                                     |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |
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|   |                                                       |                                                                                                                                                                                                                                                                                                                                                              |              |                                                                                                                                                                                                     |             |       | <p>Norfolk Food Bank to enhance their existing heating oil scheme during current price increases due to the conflict in the Middle East.</p> <p>NNDC is the strategic lead for the North Norfolk Health and Wellbeing Partnership which is Chaired by a NNDC Councillor. The Partnership has recently awarded around twenty grants totalling almost £75,000 to predominantly community and voluntary organisations in North Norfolk to support Partnership priorities in relation to mental health, inequalities, digital inclusion, healthy living, musculoskeletal conditions, and health literacy.</p> |            |
| 8 | Health and social care facilities for older residents | With local partners we will continue to lobby for the retention and re-opening of the Benjamin Court NHS asset in Cromer with the objective of seeing the provision of innovative health prevention and support services for older people, reflecting the district's aged demographic – the oldest average age in the country. (Retained and carried forward | Steve Blatch | Developing our Communities - Promote health, wellbeing and independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities. | In Progress | Green | <p>We continue to engage with partners regarding the reuse of the mothballed NHS owned Benjamin Court facility in Cromer and investment in wider physical and mental health service provision across the District.</p> <p>Discussions have taken place with senior colleagues of the Norfolk and Suffolk Integrated Care Board regarding the provision of an Urgent Treatment Centre at Cromer Hospital. Discussions have also taken place with the ICB and Norfolk and Suffolk</p>                                                                                                                       | 10/08/2026 |

|              |                                 |                                                                                                                                                  |            |                                                                                                                                                       |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |
|--------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|              |                                 | as an amended action from the 2025/26 AAP).                                                                                                      |            |                                                                                                                                                       |             |       | Foundation Trust regarding the potential development of Neighbourhood Health and Mental Health Centres in the District as part of a national commitment to deliver more community based facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
| 9<br>Page 26 | Fakenham Leisure and Sports Hub | Continue delivery of the Fakenham Leisure and Sports Hub project through to completion in Qtr 1 2027. (Action carried forward from 2025/26 AAP). | Steve Hems | Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District. | In Progress | Green | Work continues to progress on site with some elements slightly behind original timetable and others ahead, overall this means that the project is on track. The contractor has notified the council of a potential requirement for an extension of time to the pool hall works due to the delays in steel work availability. The contractor is currently working on a revised timetable however, has indicated that the Christmas break 2026 will mean that the pool hall is unlikely to be ready until early February 2027. The remainder of the work will be completed in accordance with the original timescales. The 3G pitch planning application has been subject to a number of discussions in relation to additional parking on site and alternate provision of cricket facilities within | 03/08/2026 |

|    |                |                                                                                                                                                                                                      |             |                                                                                                                                                       |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
|----|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|    |                |                                                                                                                                                                                                      |             |                                                                                                                                                       |             |       | Fakenham, both of which appear positive at this stage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| 10 | Sports pitches | Having delivered a new 3G pitch in Cromer during 2025, continue to pursue funding for similar facilities at Fakenham and North Walsham. (Carried forward as an amended action from the 2024/25 AAP). | Colin Brown | Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District. | In Progress | Amber | <p>Cromer 3G pitch has now been opened for one year and is enjoying strong usage figures.</p> <p>An application for funding for a new 3G pitch at Trap Lane Fakenham has been successful with the FF committing circa £880k to and overall £1.2m project.</p> <p>Planning has been submitted for this project and officers and stakeholders are dealing with objections which have been received.</p> <p>Whilst there is indication from North Walsham Town Football Club that they are progressing towards signing a new lease there is still significant work to be done in order to deliver a 3G pitch.</p> <p>There is no guarantee that either the football club will wish to progress this or that funding will be forthcoming from the Football Foundation.</p> | 12/08/2026 |

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| 11 | Improvement of facilities at Holt Country Park | Building upon the successful application for funds from the Hornsea 3 Legacy Fund and other funding sources to deliver an Outdoor Classroom facility and mains electricity supply into Holt Country Park (anticipated for delivery by June 2026), continue exploring sources of external funding opportunities such as the Norfolk GIRAMs scheme and S106 agreements to contribute to towards maintaining Green Flag status at Holt Country Park and our other Countryside sites. – (Action carried forward from 2025/26 AAP). | Colin Brown | Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District. | In Progress | Green | <p>Significant progress has been made in delivering the various aspects of this action. Staff facilities improvements are complete.</p> <p>The Hornsea 3 Legacy fund project to build a new classroom is complete and the classroom is being used internally. It is anticipated that hiring to the community will commence shortly, once the payment system has been finalised by IT.</p> <p>Toilet improvements are programmed in and should be completed in the Autumn.</p> <p>Improvements to the play facilities have been completed utilizing GIRAMs funding.</p> <p>The project to deliver electricity is ongoing. Positive conversations have now taken place with the landowner and we expect to reach an agreement in the near future the work will be programmed in with UKPN to fit around bird nesting and crop harvest timescales.</p> | 12/08/2026 |
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| 12 | Housing data sharing             | Continue to gather and share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level to inform future development of rural exceptions and other affordable housing schemes. | Nicky Debbage | Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible. | In Progress | Green | Information on housing need and housing provision was shared with all parish councils and district councillors in December 2025 and further analysis was carried out in April 2026. Updated details will be sent to all parishes in the Autumn                  | 03/08/2026 |
| 13 | Second homes council tax premium | Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025.                                                                                                                                  | Nicky Debbage | Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible. | In Progress | Green | Analysis of the levels of second and holiday let homes in April 2026 were reported to members. Proposed use of the Second Homes Council Tax premium - to tackle homelessness and increase the supply of affordable housing -was agreed by Cabinet in June 2026. | 03/08/2026 |
| 14 | Affordable homes                 | Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at                                                                                                                                                               | Nicky Debbage | Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible. | In Progress | Green | We forecast that over 100 new affordable homes will be built in the district in 2026/27. So far this year 15 new homes have completed. Affordable homes are currently on site at Bacton, Cromer, Holt, Little Snoring, North Walsham, Stalham and Wells         | 03/08/2026 |

|         |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |                                                                                                                                                                                                                          |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
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| Page 30 |                   | Bacton (47 units on site), Westwood, Sheringham (24 units complete), Stalham (661 units – on site), Walcott (23 units on site), and Wells (16xx units complete) and Fakenham (12 – 16 units depending on approved scheme - not started) being taken forward during 2025. Schemes being developed for a 2026/27 start include projects at Corpusty, Fakenham, Holt, Ludham, North Walsham and Stalham. (Retained and carried forward as an amended action from the 2025/26 AAP). |             |                                                                                                                                                                                                                          |             |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| 30      | Housing standards | Develop and implement systems aimed at improving housing standards across the district in response to the introduction of the new Renters Rights Act, including undertaking at least 50 inspections per year under the Housing Health and Safety Rating System of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-                                | Emily Capps | Meeting our Housing Need - Promote best use of housing stock and good housing standards - Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis. | In Progress | Green | <p>The revised Housing Health and Safety Rating System (HHSRS version 2) regulations came into force on June 23, 2026. This milestone represents the first major overhaul of the risk-assessment framework since its original implementation in 2006. We are liaising with ASSURE team to update the system to reflect these changes. There is a new HHSRS Operating Guidance and Enforcement Guidance along with versions designed for landlords and tenants.</p> <p>We continuing to work closely with Housing Options regarding the Renters Rights Act, implementing new</p> | 07/08/2026 |

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|         |                                    | based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy. (Retained and amended as an action from the 2025/26 AAP). |             |                                                                                                                                              |             |       | <p>processes.</p> <p>We're also working with other teams &amp; external agencies to address some chronic, complex housing standards cases.</p> <p>From 1st April 2026 – 30th June 2026</p> <ul style="list-style-type: none"> <li>we have carried out 13 new case inspections using HHSRS – thus we are on target for the annual figure of 50</li> <li>1 Mandatory HMO Licence has been issued</li> </ul>                                                                                                                                                                                                 |            |
| Page 31 | Long-term empty properties actions | Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action – pursuing at least 50 cases a year.                                | Sean Knight | Meeting our Housing Need - Promote best use of housing stock and good housing standards - Working harder to bring empty homes back into use. | In Progress | Green | <p>The work of the Empty Homes and Revenue Generation Officer continues with the following successes:</p> <p>Development of intelligence-led approaches to identifying occupancy discrepancies and revenue opportunities.</p> <p>Investigated multiple Empty Homes referrals received from Councillors.</p> <p>Reviewed properties to determine the most appropriate course of action and ensure concerns were addressed proportionately.</p> <p>Completed NAFN checks and intelligence-led investigations relating to occupancy, ownership and liability.</p> <p>Acquired large council tax datasets</p> | 11/08/2026 |

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|         |                      |                                                                                                                                                                                                                                                                              |              |                                                                                                                                                                                                                                        |             |       | <p>covering more than 100 properties to support targeted Empty Homes activity. Investigated suspected phantom tenancy arrangements and levy avoidance concerns.</p> <p>Supported owners who had inherited difficult properties</p> <p>Helped families dealing with probate, abandoned projects, or bankruptcy linked properties</p> <p>The figures over the last year remain constant with 51 properties occupied</p>                                                                                                                                                                                     |            |
| Page 32 | Invest North Norfolk | Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year under the Inspiring North Norfolk branding. (Retained as an action from the 2025/26 AAP) | Stuart Quick | Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns. | In Progress | Green | <p>Invest North Norfolk – the Council's business facing brand and portal continues to develop and expand over time, serving as a valuable resource to support businesses with fulfilling their growth aspirations. Over 500 businesses have now already signed up to receive the monthly 'INN the Know' bulletin which helps to keep businesses abreast of the latest support information. Working in collaboration with partners, a range of workshops, networking and events will be delivered. The Annual Business Forum 2027 and Inspiring North Norfolk 2027 event are presently in development.</p> | 12/08/2026 |

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| Page 33 | 18 | Bacton Energy Hub                 | Take forward co-ordinated actions on behalf of key partners and stakeholders to raise the profile of the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan. (Retained and carried forward as an amended action from the 2025/26 AAP). | Steve Blatch | Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site                              | In Progress | Green | We are continuing to discuss issues and opportunities at the Bacton Energy Hub with a range of stakeholders and partners.<br><br>Briefing prepared on energy issues including the Bacton Energy Hub for the Norfolk Leaders to be delivered in September.                                                                                                                                                                                                                                                                                                                           | 10/08/2026 |
|         | 19 | Banking and post offices services | Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district. Banking Hubs were opened in Holt and Cromer during 2025 and a similar facility is currently under development in North Walsham; with ongoing conversations with key partners about providing such facilities in other locations across the district.                                                                                                                                 | Stuart Quick | Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport | In Progress | Green | Banking and post office services remain an important issue for residents, businesses and visitors, particularly in rural and coastal communities where access to cash, counter services and face-to-face support can be limited. We now have banking hubs operating in Holt, Cromer and North Walsham which has seen personal and small business banking services re-provided in these locations generating additional footfall for these three towns. During this quarter, the Council has continued to monitor local provision and to engage with relevant partners where service | 11/08/2026 |

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|               |                       | (Retained and carried forward as an amended action from the 2025/26 AAP.)                                                                                                                                              |              |                                                                                                                                                                        |             |       | changes or gaps are identified. This includes keeping under review the impact of banking closures, changes to post office provision and the availability of alternative services such as mobile banking, community banking facilities, cash access points and digital support. The Council will continue to advocate for accessible local services, particularly where reductions in provision may affect vulnerable residents, small businesses, market towns and visitor destinations.                      |            |
| 20<br>Page 34 | Promote North Norfolk | Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.<br>(Retained and carried forward as an amended action from the 2025/26 AAP). | Robert Young | Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Continuing to promote North Norfolk's diverse tourism and visitor offer | In Progress | Green | The partnership with Visit North Norfolk (VNN) remains strong and effective with imaginative marketing campaigns continuing to be produced that promote the destination to visitors. VNN has led on the installation of interactive digital information points at key locations, that help inform and orientate visitors as well as promoting local attractions. Many parts of North Norfolk have featured strongly in national publications due to the efforts of VNN, spreading the reach of its campaigns. | 12/08/2026 |

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| 21 | Serviced employment land | Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises and can be delivered at pace if external funding can be secured for such an investment. | Stuart Quick | Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment | In Progress | Green | A number of sizable investments have been developed over the last 12 months and several prominent applications are pending planning determination. Presently there is a planning application being considered for a Lidl store (Class E discount foodstore) with associated car parking, landscaping, engineering and drainage works on Nightjar Road in Holt which predicts 40FTE jobs. There is also a planning application being for a Aldi store (erection of a Class E foodstore with associated car parking, access, substation, landscaping and associated works) on Old Station Way in Holt. A planning application for a Premier Inn in North Walsham has also been submitted. | 11/08/2026 |
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| 22 | English Devolution and Mayoral Strategic Authority | With partners continue to seek and secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper through the establishment of a Foundation Strategic Authority for Norfolk and Suffolk in the short term and as a Mayoral Combined Authority from May 2028. (Retained and carried forward as an amended action from the 2025/26 AAP). | Steve Blatch | A Strong, Responsible and Accountable Council - Effective and efficient delivery - Exploring opportunities to work further with stakeholders and partner organisations | In Progress | Green | Norfolk and Suffolk County Councils (as the responsible upper tier authorities) formally agreed to establish Mayoral Combined Authority in October 2025. Government announced in December that the Mayoral election scheduled for May 2026 would now be postponed until May 2028. Further discussions with Government are taking place to establish a Foundation Strategic Authority to cover the period up until the May 2028 Mayoral election. This issue is now likely to be given renewed priority following Andy Burnham's appointment as Prime Minister given his strong belief in regional mayoralities and devolved arrangements for driving regional growth. | 13/08/2026 |
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| 23 | LGA Corporate Peer Challenge Action Plan | Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge and as necessary amending agreed actions (such as the People Strategy) to reflect LGR so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation. (Retained and carried forward as an amended action from the 2025/26 AAP). | Steve Blatch | A Strong, Responsible and Accountable Council - Effective and efficient delivery - Continuing a service improvement programme to ensure our services are delivered efficiently | Completed | Green | With the adoption of the new workforce and learning and development strategy by Full Council in March, all of the key recommendations of the LGA Corporate Peer Challenge are now considered to be complete; with strategic management and leadership capacity now being redirected towards supporting Local Government Reorganisation. | 10/08/2026 |
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| 24 | Service reviews | Continue to monitor progress towards the objectives detailed in the new Medium-Term Financial Strategy through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. (Retained and carried forward as an amended action from the 2025/26 AAP). | Daniel King | A Strong, Responsible and Accountable Council - Effective and efficient delivery - Delivering services that are value for money and meet the needs of our residents | In Progress | Amber | <p>Formal service reviews have been delayed, in part due to the uncertainty surrounding the Government's decision on the preferred model for Local Government Reorganisation (LGR). The subsequent "minded to" announcement has now provided greater clarity in this respect. However, the progression of the LGR agenda has placed additional demands on staff resources, reducing capacity to undertake formal service reviews in the manner originally envisaged.</p> <p>However, the budget setting process provides an opportunity to challenge robustly. Service managers are required to justify budget proposals, which are subject to review and challenge by Finance. This includes year-on-year analysis of income and expenditure budgets to identify trends, variances and areas where adjustments may be required to ensure budgets remain appropriate and aligned to service requirements.</p> | 10/08/2026 |
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| Page 39 | 25 | Cromer Pier Pavilion Theatre auditorium refurbishment | Continue to seek external funding to support the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of anticipated local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125th anniversary in 2026. (Retained and carried forward as an amended action from the 2025/26 AAP). | Daniel King | A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all | In Progress | Green | Refurbishment works have been added to the capital programme. Additional funding sources will be sought if the opportunities arise.                                                                                                                                                                                                                           | 10/08/2026 |
|         | 26 | Tourism infrastructure assets safeguarding            | Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore how these might be best safeguarded in the longer term, recognising their importance in the context of the tourism appeal of the district and continued pressure on discretionary services in any new unitary council. (Retained and carried forward as an amended action from the 2025/26 AAP).                                           | Cara Jordan | A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all | In Progress | Green | The system remains in place following joint working by the Assets and Legal Team to develop a process which identifies and proposes assets which may be suitable for transfer. A form has been developed to gain information to record how an acquiring body proposes to maintain the asset and recording reasons for transfer by the transferring authority. | 11/08/2026 |

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| 27 | Review and maximise the Council's approach to asset commercialisation               | Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets. (Retained and carried forward as an amended action from the 2025/26 AAP).                                      | Renata Garfoot | A Strong, Responsible and Accountable Council - Maximising opportunity - Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure | In Progress | Green | The lease for the former North Norfolk Visitor Centre has completed. Lease renewals are in progress and subject to rental values increasing will see further income generation. 2 easements have been agreed and with solicitors to which will generate a financial payment. Notice for staircasing has been issued by 2 leaseholders which is expected to generate a capital receipt for the Council when they complete. The beach hut and chalet rent review will start in the next quarter that may see an increase in rent. A review of fees and charges is expected to see an increase for next financial year. | 04/08/2026 |
| 28 | Custodianship of property assets in preparation for Local Government Reorganisation | Develop, as part of our preparations for Local Government Reorganisation, a framework for transferring the custodianship of some property assets such as Surveyors Allotments to community organisations with the objective of improved conservation and biodiversity aims. (New action for 2026/27) | Renata Garfoot | Our Greener Future                                                                                                                                                                                                                                   | In Progress | Green | An application form has been completed that requests information such as evidence of capacity and financial resources. It also requests justification of social, economic or environmental benefits. This is sent to organisations and groups who have expressed an interest in community assets. The Council has existing policies such as the Asset Management Plan and Disposal Policy and current legislation that officers will follow. This includes undertaking an independent valuation to ensure best value is obtained.                                                                                    | 13/08/2026 |

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| 29 | Playground Investment                          | Following recent completion of the “new” playground at The Leas in Sheringham, using the Council’s own funds and seeking to secure sources of matchfunding, continue to invest in play areas owned by the District Council. (New action for 2026/27) | Colin Brown | Developing our Communities | In Progress | Green | A grant was obtained from the Hornsea 3 Legacy Fund towards a Community Indoor/Outdoor Eco-Learning Space including outdoor gym equipment, which opened earlier this summer. This is an example of the kind of funding that can be obtained by looking differently at what play spaces comprise and the different kinds of funding that are available. Leveraging external funding as a match to help improve and invest in play space provision requires innovative approaches and matching that to the needs of local communities. | 13/08/2026 |
| 30 | Develop Local Member Fund allocation framework | Develop a framework to support the allocation of funds through the new Local Members Fund, as agreed by Full Council as part of the Council’s 2026/27 budget. (New action for 2026/27).                                                              | Daniel King | Developing our Communities | In Progress | Green | The framework for the Councillor Community Grants Fund was approved at Cabinet on 1st June 2026, together with the terms of reference for a Member Oversight Panel to review and approve applications.<br>The Councillor Community Grants Fund Panel held its first meeting on 27th July and approved three applications. The Panel will meet monthly to consider applications                                                                                                                                                       | 11/08/2026 |

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| 31 | LGR Delivery                           | Work with local government partners (County and District Councils in Norfolk) to successfully deliver Local Government Reorganisation following Government's Minded To decision expected in spring 2026.                | Steve Blatch | A Strong, Responsible and Accountable Council     | In Progress | Green | The Government announced its Minded To decision for 3 new unitary councils in Norfolk on the 25th March 2026, since which time all 8 councils in the County have continued to develop partnership, governance and workstream structures to support the transition to the new authorities over the period to April 2028. Inner Circle Consulting appointed as strategic partner/advisor. A strong programme governance framework has been agreed with voluntary joint committees being established for the three new unitary councils providing political oversight of implementation arrangements being progressed by chief officers across all eight existing authorities and a series of workstreams set up to take forward this major change programme over the period to the new authorities being established in April 2028. | 13/08/2026 |
| 32 | Norfolk Market Town Ambition programme | Continue to engage and work with partners to develop and support initiatives which strengthen the vitality and viability of the district's market and coastal towns through the Norfolk Market Town Ambition programme. | Robert Young | Investing in our Local Economy and Infrastructure | In Progress | Green | Following the success of North Norfolk District Council's town centre support activities through the previous UKSPF programme, an extension of these initiatives is being implemented in collaboration with Norfolk County Council, utilising locally sourced funds. The first round of projects have been considered and further expressions of interest are in the pipeline, coupled with a varied programme of business support.                                                                                                                                                                                                                                                                                                                                                                                               | 12/08/2026 |



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| <b>BUDGET MONITORING Period 4 2026/27</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Summary</b>                  | <p>This report provides the first update on the Council's financial performance and projected full year outturn position for 2026/27 for the revenue account, capital programme, reserve statement as at the end of July 2026.</p> <p>As at 31 July 2026, the General Fund Forecast Outturn position for 2026/27 is a surplus of £0.367m. This is after adjusting for all known variations and full year forecasting by service managers.</p>                                                                                                                                               |
| <b>Options considered</b>                 | This is an update report on the Council's financial position and so no other options were considered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Consultation(s)</b>                    | This is an update report on the Council's financial position, and no other consultations were considered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Recommendations</b>                    | <p><b>Members are asked to consider the report and recommend the following to full Council:</b></p> <ul style="list-style-type: none"> <li>a) Note the contents of the report and the current forecast year end position.</li> <li>b) Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a £60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG</li> <li>c) Seek approval to transfer £2.0m from the General Reserve to the New Burdens Reserve.</li> </ul> |
| <b>Reasons for recommendations</b>        | To update members on the current budget monitoring position for the Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Background papers</b>                  | Budget report, Budget Monitoring reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <b>Wards affected</b>    | All                                                                                                                                                          |
| <b>Cabinet member(s)</b> | Cllr Lucy Shires                                                                                                                                             |
| <b>Contact Officer</b>   | Daniel King<br>Assistant Director Finance & Assets<br><a href="mailto:Daniel.king@north-norfolk.gov.uk">Daniel.king@north-norfolk.gov.uk</a><br>01263 516167 |

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

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

## **1. Introduction**

- 1.1 This report updates members of the forecast outturn position for 2026/27 against the updated budget. The updated budget reflects the base budget approved by Full Council on the 18 February 2026 updated to reflect approved budget movements. The position is calculated based on information as at the end of July 2026 and includes revenue, capital and reserves.
- 1.2 Commentary on the more significant forecast variances by expenditure type (subjective) are included within the report with further supporting information provided within the detailed appendices.
- 1.3 Where there are predicted savings related to reserve funded expenditure items, the reserve position has been updated to reflect this.

## 2. Summary Financial Forecast P4 2026/27

- 2.1 The General Fund position for the year shows a forecast year-end surplus of (£0.367m). This is after allowing for adjustments to/(from) Earmarked Reserves.
- 2.2 Appendix A The General Fund Summary, shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 1 below provides a summary of the General Fund position excluding these charges.
- 2.3 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes.

2.4 **Table 1**

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

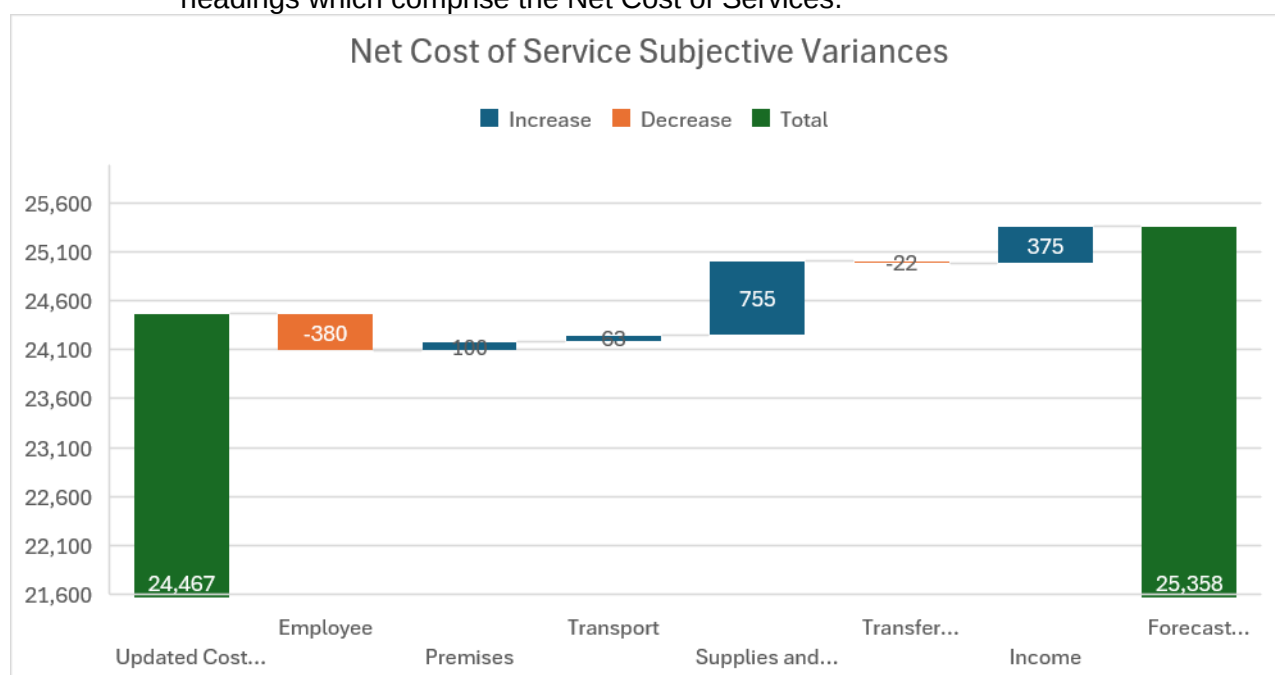
- 2.5 **Net Cost of Service** – the position shows a net deficit of £0.918m across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.
- 2.6 **Non-Service expenditure** – Relates to income and expenditure not directly related to providing specific Council services.
- **Net Interest Receivable/Payable** – relates to the Council's balances invested to provide revenue, along with the cost of external borrowing. The position shows that there is forecast to be a net surplus of (£0.717) m at the end of the year. This movement relates to interest receivable which is forecast to be greater than predicted due to higher balances available to invest. Another factor is the councils reduced external borrowing requirement. This is explained further within paragraphs 3.10 to 3.15.

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

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

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

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



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

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

#### **Direct Employee Expenses – surplus (£0.394m)**

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

#### **Indirect Employee Expenses – Deficit £0.014m**

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

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

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

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

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

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

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

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

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

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

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

#### **Government Grants – Forecast overspend of £0.325m**

- (£0.075m) New Burdens grant was received in respect of Internal drainage board costs; this funding is to offset additional pressures relating to this service.
- Housing Benefit Subsidy - Based on the mid-year subsidy claim for 2026/27 submitted to the Department for Works and Pensions (DWP) there is an anticipated shortfall of £0.787m. This is largely due to the placement of Homeless clients in Bed and Breakfast accommodation. Not all these costs can be reclaimed as there is an expenditure cap dependant on the location of the property. This forecast shortfall is partially mitigated by the recovery of prior year overpaid subsidy; this is estimated to reduce the overall shortfall to £0.400m. This funding shortfall could be mitigated by the Second Homes Premium Reserve, although this transfer is not included as part of this forecast.
- The external audit of the 2021/22 Housing Benefit subsidy has now been finalised, there is a small claw back of subsidy of £0.011m, this will be funded from the benefits reserve.

#### **Other Grants and Reimbursement – Shortfall £0.018m**

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

#### **Rents – Shortfall £0.011m**

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

## **Customer and Client Receipts – Shortfall £0.012m**

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

## **Non-Service Income and Expenditure**

### **Investment Income**

- 3.10 The 2026/27 investment interest budget is £1.645m. This budget was calculated based on the economic and forecasted cashflow positions as at November 2025 (5% average interest rates and an anticipated average cash balance for investing of £34.716m). Since then, the Monetary Policy Committee (of the Bank of England) have held interest rates to achieve their purpose of preventing high levels of inflation. As at the time of writing this report, the base rate was 3.75% and has been at this rate since the start of the financial year.
- 3.11 At period 4, the Council earned £785k in investment interest, which is a favourable variance of £327k compared to the period 4 budget of £458k. This was with an average rate of 5.66% on an average Principal of £40.544m.
- 3.12 The revised year-end forecast indicates a projected surplus of £0.464m, with total investment interest expected to reach £2.109m, exceeding the original budget of £1.645m. While this represents a favourable variance, it should be noted that the position remains greatly subject to change due to fluctuations in daily investment balances and potential shifts in market conditions until the year-end. This forecast is also only based on the first four months of the financial year, making forecasting subject to changes later on in the year. Compared to the position from budget there are two favourable points to note:
- Additional short-term cash balances have been available for investment from grants awarded towards capital projects (£5.858m higher actual average compared to budgeted average), contributing to the improved investment return.
  - It was forecasted that the interest rate (set by the Monetary Policy Committee of the Bank of England) would fall in Q1 to 3.5%. This fall has not happened at the rate has stayed at the higher rate of 3.75%, contributing to the improved investment return.

## **Borrowing Interest**

- 3.13 The Council has previously authorised borrowing to support the delivery of certain capital projects. At the start of the 2026/27 financial year, the Council's Capital Financing Requirement (CFR) stood at £17.798m. The CFR represents the underlying need for the authority to borrow in order to finance historic capital expenditure that has not yet been funded through capital or revenue contributions. To address this requirement, the Council makes an annual Minimum Revenue Provision (MRP), a statutory charge against revenue budgets intended to ensure that sufficient funds are set aside to repay the principal element of borrowing over time. A significant increase in capital projects financed through borrowing will result in a higher CFR and, consequently, increased MRP obligations, thereby placing additional pressure on the Council's revenue budget in future years
- 3.14 As of Period 4, the year-end Capital Financing Requirement (CFR) is projected to be £17.356m, following a confirmed Minimum Revenue Provision (MRP) contribution of £600k from revenue. The final CFR position may be lower if capital projects funded by borrowing are not fully delivered or are cancelled within the current financial year.
- 3.15 The Council has a borrowing budget of £272k for interest payable in 2026/27. This was calculated in November of the prior financial year and was calculated as prudent to cover any potential borrowing expenses. As at period 4, actual borrowing expenses of £19k have been made. At the current time there is a favourable variance of £253k against the borrowing budget at year-end. This gain is from the Council's having generated additional cash which has led to the repayment of the £5m PWLB loan without needing to renew any loan Principal.

## **4. Capital**

- 4.1 This section of the report presents the capital programme 2026/27 position as at the end of period 4, together with an updated capital programme for the financial years 2027/28 to 2031/32. Appendix C provides the details of the current position.
- 4.2 Total Capital expenditure for 2026/27 as in period 4 was £5.384m compared to an updated full year capital budget of £42.395m. This gives remaining forecasted 2026/27 capital spend of £37.011m.
- 4.3 The large amount of budget is attributed to the Council having multiple high-value projects in its capital programme in the current financial year. The current programme is primarily funded by external grants and contributions, with the remainder funded from the Council's internal funding resources (capital receipts and reserves). The remaining projects with no alternative funding available must be funded from borrowing. The current expected amount of capital projects during 2026/27 expected to be funded by internal/external borrowing is £9.793m.
- 4.4 The following adjustments will be made to the capital programme, subject to approval by Full Council. This addition has been reflected in Appendix C as detailed below:
- 4.5 Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a

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

## **5. Reserves**

- 5.1 The Council's current reserve position is provided at Appendix D. This position has been updated as part of preparing the updated forecast for 2026/27.
- 5.2 The updated base budget assumed net contributions into reserves of £0.802m the current forecast is a net contribution out of reserves of £0.841m, the more significant movements are outlined below.
- 5.3 (£0.538m) Use of the Local Government Organisation (LGR) reserve, Contribution to the countywide project along with additional fixed term staffing.
- 5.4 (£0.422m) Delivery Plan reserve, slippage in the 2025/26 capital programme.
- 5.5 (£0.309m) Capital Projects reserve, slippage in the 2025/26 capital programme.
- 5.6 The Forecast General Reserve balance on 31 March 2027 is £4.518 million which is above the recommended balance of £2.1million.

## **6. Medium Term Financial Strategy**

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

## **7. Proposals and Options**

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

## **8. Corporate Priorities**

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

## **9. Financial and Resource Implications**

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

## **10. Legal Implications**

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

## **11. Risks**

11.1 Financial risks are identified within the report content.

## **12. Net Zero Target**

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

## **13. Equality, Diversity & Inclusion**

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

## **14. Community Safety issues**

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

## **15. Conclusion and Recommendations**

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

- a) The Updated Forecast position at P4 2026/27 for the General Fund revenue account (See Appendix A);
- b) Seek approval of Full Council to include a new 2026/27 capital budget for Building Control Software of £60,500. This is following the award of a £60,500 capital grant to the Council to fund Building Control capital schemes from MHCLG
- c) Seek approval to transfer £2.0m from the General Reserve to the New Burdens Reserve.

### **S151 Officer**

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

### **Monitoring Officer**

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

## General Fund Summary Forecast at P4 2026/27

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

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## Corporate Directorate Budget Monitoring Period 4 2026/27

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

## Corporate Directorate Budget Monitoring Period 4 2026/27

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

## Resources Directorate Budget Monitoring Period 4 2026/27

## Assistant Director Finance Assets and Revenues

| Service                                                                                                                                                                                                 | Base Budget<br>2026/27<br>£ | Updated Budget<br>2026/27<br>£ | Forecast Outturn<br>2026/27<br>£ | Movement<br>£   | Movement Explanation                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------|----------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ad Finance, Assets and Revenues</b>                                                                                                                                                                  |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Employee Costs                                                                                                                                                                                          | 97,299                      | 97,299                         | 97,875                           | 576             | No Major Variances.                                                                                                                                                                      |
| Transport Related                                                                                                                                                                                       | 300                         | 300                            | 300                              | 0               | No Major Variances.                                                                                                                                                                      |
| Supplies and Services                                                                                                                                                                                   | 100                         | 100                            | 100                              | 0               | No Major Variances.                                                                                                                                                                      |
|                                                                                                                                                                                                         | <b>97,699</b>               | <b>97,699</b>                  | <b>98,275</b>                    | <b>576</b>      |                                                                                                                                                                                          |
| <b>Admin Buildings</b>                                                                                                                                                                                  |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Premises Costs                                                                                                                                                                                          | 528,762                     | 528,762                        | 505,918                          | (22,844)        | Business Rates mainly in relation to Cromer Office.                                                                                                                                      |
| Supplies and Services                                                                                                                                                                                   | 43,480                      | 43,480                         | 34,044                           | (9,436)         | (£4,700) Health & Safety, (£4,000) Telephone Costs.                                                                                                                                      |
| Transfer Payments                                                                                                                                                                                       | 204,033                     | 204,033                        | 170,520                          | (33,513)        | Decreased service charge costs for NNDC share of admin buildings.                                                                                                                        |
| Capital Financing                                                                                                                                                                                       | 30,487                      | 30,487                         | 30,487                           | 0               | No Major Variances.                                                                                                                                                                      |
| Income                                                                                                                                                                                                  | (407,206)                   | (407,206)                      | (427,440)                        | (20,234)        | See <b>Note A</b> Below:                                                                                                                                                                 |
|                                                                                                                                                                                                         | <b>399,556</b>              | <b>399,556</b>                 | <b>313,529</b>                   | <b>(86,027)</b> |                                                                                                                                                                                          |
| <b>Note A:</b> (£25,475) Rental Income and additional (£23,865) Service Charge Income due to unbudgeted tenancy arrangements. £31,156 Decrease in service charge cost for NNDC share of admin building. |                             |                                |                                  |                 |                                                                                                                                                                                          |
| <b>Amenity Lighting</b>                                                                                                                                                                                 |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Premises Costs                                                                                                                                                                                          | 34,033                      | 34,033                         | 59,700                           | 25,667          | £20,700 Emergency lighting repairs at Cromer Promenade which will be funded by Asset Management Reserve. £4,967 Electricity.                                                             |
|                                                                                                                                                                                                         | <b>34,033</b>               | <b>34,033</b>                  | <b>59,700</b>                    | <b>25,667</b>   |                                                                                                                                                                                          |
| <b>Benefits Subsidy</b>                                                                                                                                                                                 |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Transfer Payments                                                                                                                                                                                       | 15,674,027                  | 15,674,027                     | 15,674,027                       | 0               | No Major Variances.                                                                                                                                                                      |
| Income                                                                                                                                                                                                  | (15,674,027)                | (15,674,027)                   | (15,674,027)                     | 0               | No Major Variances.                                                                                                                                                                      |
|                                                                                                                                                                                                         | <b>0</b>                    | <b>0</b>                       | <b>0</b>                         | <b>0</b>        |                                                                                                                                                                                          |
| <b>Car Parking</b>                                                                                                                                                                                      |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Premises Costs                                                                                                                                                                                          | 770,550                     | 770,550                        | 828,499                          | 57,949          | £35,773 Business Rates, £13,723 Electricity costs due to instalation of 18 additional EV charging points, £9,351 Flowbird contract. £3,000 Tree works. (£3,900) Repairs and Maintenance. |
| Transport                                                                                                                                                                                               | 0                           | 0                              | 44,000                           | 44,000          | Enterprise electric vehicle fleet lease payment.                                                                                                                                         |
| Supplies and Services                                                                                                                                                                                   | 412,752                     | 412,752                        | 416,405                          | 3,653           | BCKLWN Management Fee.                                                                                                                                                                   |
| Capital Financing                                                                                                                                                                                       | 55,829                      | 55,829                         | 55,829                           | 0               | No Major Variances.                                                                                                                                                                      |
| Income                                                                                                                                                                                                  | (4,033,050)                 | (4,033,050)                    | (3,946,796)                      | 86,254          | £74,462 Car parking income. £21,348 Season Ticket Income. (£10,000) PCN Income.                                                                                                          |
| Internal Income                                                                                                                                                                                         | (10,000)                    | (10,000)                       | (8,000)                          | 2,000           | Income in relation to use of car park for Markets.                                                                                                                                       |
|                                                                                                                                                                                                         | <b>(2,803,919)</b>          | <b>(2,803,919)</b>             | <b>(2,610,063)</b>               | <b>193,856</b>  |                                                                                                                                                                                          |
| <b>Central Costs</b>                                                                                                                                                                                    |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Employee Costs                                                                                                                                                                                          | 35,500                      | 35,500                         | 35,500                           | 0               | No Major Variances.                                                                                                                                                                      |
| Supplies and Services                                                                                                                                                                                   | 15,500                      | 15,500                         | 15,500                           | 0               | No Major Variances.                                                                                                                                                                      |
|                                                                                                                                                                                                         | <b>51,000</b>               | <b>51,000</b>                  | <b>51,000</b>                    | <b>0</b>        |                                                                                                                                                                                          |
| <b>Chalets/Beach Huts</b>                                                                                                                                                                               |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Premises Costs                                                                                                                                                                                          | 30,854                      | 30,854                         | 31,805                           | 951             | No Major Variances.                                                                                                                                                                      |
| Supplies and Services                                                                                                                                                                                   | 15,230                      | 15,230                         | 22,700                           | 7,470           | Other Professional Fees - Moving Beach Huts to/from storage.                                                                                                                             |
| Capital Financing                                                                                                                                                                                       | 4,530                       | 4,530                          | 4,530                            | 0               | No Major Variances.                                                                                                                                                                      |
| Income                                                                                                                                                                                                  | (364,840)                   | (364,840)                      | (364,840)                        | 0               | No Major Variances.                                                                                                                                                                      |
|                                                                                                                                                                                                         | <b>(314,226)</b>            | <b>(314,226)</b>               | <b>(305,805)</b>                 | <b>8,421</b>    |                                                                                                                                                                                          |
| <b>Community Centres</b>                                                                                                                                                                                |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Premises Costs                                                                                                                                                                                          | 11,730                      | 11,730                         | 11,057                           | (673)           | No Major Variances.                                                                                                                                                                      |
| Capital Financing                                                                                                                                                                                       | 1,460                       | 1,460                          | 1,460                            | 0               | No Major Variances.                                                                                                                                                                      |
|                                                                                                                                                                                                         | <b>13,190</b>               | <b>13,190</b>                  | <b>12,517</b>                    | <b>(673)</b>    |                                                                                                                                                                                          |
| <b>Corporate &amp; Democratic Core</b>                                                                                                                                                                  |                             |                                |                                  |                 |                                                                                                                                                                                          |
| Employee Costs                                                                                                                                                                                          | 437                         | 437                            | 437                              | 0               | No Major Variances.                                                                                                                                                                      |
| Transport Related                                                                                                                                                                                       | 100                         | 100                            | 100                              | 0               | No Major Variances.                                                                                                                                                                      |
| Supplies and Services                                                                                                                                                                                   | 408,465                     | 408,465                        | 942,733                          | 534,268         | £500,000 LGR Implementation Fund to be funded from LGR Reserve. £10,000 Bank Charges. £23,400 Audit Fee 2021/2022.                                                                       |
|                                                                                                                                                                                                         | <b>409,002</b>              | <b>409,002</b>                 | <b>943,270</b>                   | <b>534,268</b>  |                                                                                                                                                                                          |

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

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

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

## Resources Directorate Budget Monitoring Period 4 2026/27

## Assistant Director - Sustainable Growth

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

**Tourism**

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

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## Service Delivery Directorate Budget Monitoring Period 4 2026/27

## Assistant Director Environment &amp; Leisure Services

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

## Service Delivery Directorate Budget Monitoring Period 4 2026/27

## Assistant Director Environment &amp; Leisure Services

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

## Service Delivery Directorate Budget Monitoring Period 4 2026/27

## Assistant Director Environment &amp; Leisure Services

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

## Service Delivery Directorate Budget Monitoring Period 4 2026/27

## Assistant Director - Planning

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

## Service Delivery Directorate Budget Monitoring Period 4 2026/27

## Assistant Director People Services

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

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### 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 £ |
| <b>Our Greener Future</b>                     |                       |                         |                |                    |                                        |           |           |           |           |           |
| Coastal Erosion Assistance (Grants)           | 90,000                | 76,664                  | 13,336         | 0                  | 13,336                                 | 0         | 0         | 0         | 0         | 0         |
| Mundesley Coastal Management Scheme           | 8,558,409             | 8,277,069               | 281,340        | 333                | 281,007                                | 0         | 0         | 0         | 0         | 0         |
| Coastal Management Fund                       | 950,000               | 119,480                 | 830,520        | 1,040              | 829,480                                | 0         | 0         | 0         | 0         | 0         |
| Coastwise                                     | 14,609,914            | 3,062,674               | 11,547,240     | 635,223            | 10,912,017                             | 0         | 0         | 0         | 0         | 0         |
| Purchase of Bins                              | 600,000               | 222,483                 | 227,517        | 180,061            | 47,455                                 | 150,000   | 0         | 0         | 0         | 0         |
| Electric Vehicle Charging Points              | 248,600               | 215,283                 | 33,317         | 0                  | 33,317                                 | 0         | 0         | 0         | 0         | 0         |
| The Reef Solar Carport                        | 596,000               | 530,820                 | 65,180         | 0                  | 65,180                                 | 0         | 0         | 0         | 0         | 0         |
| Holt Country Park Electricity Improvements    | 400,000               | 165,582                 | 234,418        | 6,132              | 228,286                                | 0         | 0         | 0         | 0         | 0         |
| Public Conveniences Energy Efficiencies       | 150,000               | 6,555                   | 143,445        | 989                | 142,456                                | 0         | 0         | 0         | 0         | 0         |
| Coastal Defences                              | 600,000               | 251,876                 | 198,124        | 99,143             | 98,981                                 | 150,000   | 0         | 0         | 0         | 0         |
| Fakenham Sports Centre Decarbonisation        | 514,300               | 50,000                  | 464,300        | 0                  | 464,300                                | 0         | 0         | 0         | 0         | 0         |
| Waste Vehicles & Food Waste Bins              | 1,972,750             | 16,750                  | 1,956,000      | 0                  | 1,956,000                              | 0         | 0         | 0         | 0         | 0         |
| Overstrand Seawall Works                      | 1,280,000             | 55,800                  | 1,224,200      | 377,734            | 846,466                                | 0         | 0         | 0         | 0         | 0         |
| Environmental Services Infrastructure Upgrade | 760,000               | 0                       | 760,000        | 0                  | 760,000                                | 0         | 0         | 0         | 0         | 0         |
| NNDC Cromer Office Solar Panels               | 60,000                | 0                       | 60,000         | 0                  | 60,000                                 | 0         | 0         | 0         | 0         | 0         |
| Property Services Electric Vehicles (lease)   | 26,834                | 0                       | 9,551          | 199                | 9,352                                  | 5,458     | 5,458     | 5,458     | 910       | 0         |
|                                               |                       |                         | 18,048,487     | 1,300,854          | 16,747,634                             | 305,458   | 5,458     | 5,458     | 910       | 0         |

## Capital Programme - Budget Monitoring 2026/27

| Scheme                                            | Scheme Total | Pre 2026/27 | Updated    | Actual      | Remaining Budget | Budget    | Budget    | Budget  | Budget  | Budget  |
|---------------------------------------------------|--------------|-------------|------------|-------------|------------------|-----------|-----------|---------|---------|---------|
|                                                   | Approval     | Expenditure | Budget     | Expenditure | (Forecasted YE   |           |           |         |         |         |
|                                                   |              |             | 2026/27    | 2026/27     | spend)           | 2027/28   | 2028/29   | 2029/30 | 2030/31 | 2031/32 |
|                                                   | £            | £           | £          | £           | £                | £         | £         | £       | £       | £       |
| Developing Our Communities                        |              |             |            |             |                  |           |           |         |         |         |
| Public Conveniences - Albert Street, Holt         | 370,000      | 352,318     | 17,682     | 7,057       | 10,625           | 0         | 0         | 0       | 0       | 0       |
| Cromer Pier Substructure Works                    | 5,054,000    | 1,270,511   | 583,489    | 126,602     | 456,887          | 1,030,000 | 2,170,000 | 0       | 0       | 0       |
| Fakenham 3G Facilities                            | 860,000      | 12,432      | 847,568    | 0           | 847,568          | 0         | 0         | 0       | 0       | 0       |
| Cromer 3G Football Facility                       | 717,673      | 707,673     | 10,000     | 3,425       | 6,575            | 0         | 0         | 0       | 0       | 0       |
| The Reef Leisure Centre                           | 12,861,000   | 12,705,493  | 155,507    | 11,581      | 143,926          | 0         | 0         | 0       | 0       | 0       |
| Green Road Football Facility (North Walsham)      | 60,000       | 9,777       | 50,223     | 0           | 50,223           | 0         | 0         | 0       | 0       | 0       |
| Fakenham Leisure and Sports Hub (FLASH)           | 11,630,000   | 3,418,423   | 8,211,577  | 2,477,447   | 5,734,130        | 0         | 0         | 0       | 0       | 0       |
| Cromer Church Wall                                | 50,000       | 4,955       | 45,045     | 4,800       | 40,245           | 0         | 0         | 0       | 0       | 0       |
| Cabbell Park Clubhouse                            | 237,000      | 0           | 237,000    | 1,148       | 235,852          | 0         | 0         | 0       | 0       | 0       |
| Itteringham Shop Roof Renovation                  | 50,000       | 0           | 50,000     | 0           | 50,000           | 0         | 0         | 0       | 0       | 0       |
| Holt Country Park Septic Tank                     | 30,000       | 0           | 30,000     | 0           | 30,000           | 0         | 0         | 0       | 0       | 0       |
| Public Conveniences Renovation, Holt Country Park | 50,000       | 6,505       | 43,495     | 48,475      | (4,980)          | 0         | 0         | 0       | 0       | 0       |
| Holt Country Park Eco Learning Space              | 140,000      | 134,866     | 5,134      | 2,601       | 2,532            | 0         | 0         | 0       | 0       | 0       |
| Holt Country Park Play Equipment                  | 85,000       | 0           | 85,000     | 0           | 85,000           | 0         | 0         | 0       | 0       | 0       |
| Play Area Equipment                               | 120,000      | 0           | 120,000    | 27,664      | 92,336           | 0         | 0         | 0       | 0       | 0       |
| Cromer Pier Fire Service, Dry Riser               | 100,000      | 0           | 100,000    | 0           | 100,000          | 0         | 0         | 0       | 0       | 0       |
| Melbourne Slope, Cromer Public Realm & Shelter    | 30,000       | 0           | 30,000     | 0           | 30,000           | 0         | 0         | 0       | 0       | 0       |
| Newgate Lane, Wells, Public Conveniences          | 40,000       | 0           | 40,000     | 39,965      | 35               | 0         | 0         | 0       | 0       | 0       |
| Fakenham Play Area                                | 188,539      | 0           | 188,539    | 0           | 188,539          | 0         | 0         | 0       | 0       | 0       |
| Pavillion Theatre Refurbishment, Cromer Pier      | 2,400,000    | 0           | 2,400,000  | 5,791       | 2,394,209        | 0         | 0         | 0       | 0       | 0       |
|                                                   |              |             | 13,250,258 | 2,756,558   | 10,493,701       | 1,030,000 | 2,170,000 | 0       | 0       | 0       |

| Capital Programme - Budget Monitoring 2026/27        |                       |                         |                |                    |                                        |           |           |           |           |           |
|------------------------------------------------------|-----------------------|-------------------------|----------------|--------------------|----------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Scheme                                               | Scheme Total Approval | Pre 2026/27 Expenditure | Updated Budget | Actual Expenditure | Remaining Budget (Forecasted YE spend) | Budget    | Budget    | Budget    | Budget    | Budget    |
|                                                      |                       |                         | 2026/27        | 2026/27            | 2026/27                                | 2027/28   | 2028/29   | 2029/30   | 2030/31   | 2031/32   |
|                                                      | £                     | £                       | £              | £                  | £                                      | £         | £         | £         | £         | £         |
| Meeting Our Housing Needs                            |                       |                         |                |                    |                                        |           |           |           |           |           |
| Disabled Facilities Grants                           | Annual Programme      | Annual Programme        | 1,680,858      | 307,666            | 1,373,192                              | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 |
| Compulsory Purchase of Long-Term Empty Properties    | 930,000               | 546,165                 | 383,835        | 0                  | 383,835                                | 0         | 0         | 0         | 0         | 0         |
| Community Housing Fund (Grants to Housing Providers) | 2,634,373             | 1,945,212               | 689,161        | 0                  | 689,161                                | 0         | 0         | 0         | 0         | 0         |
| Council Owned Temporary Accommodation                | 11,586,584            | 5,760,612               | 2,825,972      | 684,687            | 2,141,285                              | 1,000,000 | 1,000,000 | 1,000,000 | 0         | 0         |
| Housing S106 Enabling                                | 2,500,000             | 1,511,000               | 989,000        | 175,000            | 814,000                                | 0         | 0         | 0         | 0         | 0         |
| Loans to Housing Providers                           | 600,000               | 460,000                 | 140,000        | 0                  | 140,000                                | 0         | 0         | 0         | 0         | 0         |
|                                                      |                       |                         | 6,708,826      | 1,167,353          | 5,541,473                              | 2,600,000 | 2,600,000 | 2,600,000 | 1,600,000 | 1,600,000 |

### Capital Programme - Budget Monitoring 2026/27

| Scheme                                                                              | Scheme Total Approval | Pre 2026/27 Expenditure | Updated Budget | 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 £ |
| <b>Investing In Our Local Economy And Infrastructure</b>                            |                       |                         |                |                    |                                        |           |           |           |           |           |
| Rocket House                                                                        | 1,077,085             | 431,138                 | 645,947        | 0                  | 645,947                                | 0         | 0         | 0         | 0         | 0         |
| Property Acquisitions                                                               | 710,000               | 12,133                  | 697,868        | 0                  | 697,868                                | 0         | 0         | 0         | 0         | 0         |
| Chalet Refurbishment                                                                | 125,000               | 18,740                  | 106,260        | 71,478             | 34,782                                 | 0         | 0         | 0         | 0         | 0         |
| Marrams Building Renovation                                                         | 50,000                | 3,487                   | 46,513         | 0                  | 46,513                                 | 0         | 0         | 0         | 0         | 0         |
| Car Parks Refurbishment                                                             | 926,000               | 155,478                 | 770,522        | 1,500              | 769,022                                | 0         | 0         | 0         | 0         | 0         |
| Marrams Footpath and Lighting                                                       | 290,000               | 154,466                 | 135,534        | 0                  | 135,534                                | 0         | 0         | 0         | 0         | 0         |
| Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's) | 165,351               | 151,336                 | 14,015         | 0                  | 14,015                                 | 0         | 0         | 0         | 0         | 0         |
| UK Shared Prosperity Fund                                                           | 476,903               | 454,403                 | 22,500         | 0                  | 22,500                                 | 0         | 0         | 0         | 0         | 0         |
| Rural England Prosperity Fund                                                       | 1,895,110             | 1,874,088               | 21,022         | 21,022             | 0                                      | 0         | 0         | 0         | 0         | 0         |
| West Prom Sheringham, Lighting & Cliff Railings                                     | 55,000                | 25,113                  | 29,887         | 1,068              | 28,820                                 | 0         | 0         | 0         | 0         | 0         |
| Sunken Gardens Improvements, Marrams, Cromer                                        | 150,000               | 2,818                   | 147,183        | 0                  | 147,183                                | 0         | 0         | 0         | 0         | 0         |
| Weybourne Car Park Improvements                                                     | 20,000                | 15,000                  | 5,000          | 0                  | 5,000                                  | 0         | 0         | 0         | 0         | 0         |
| Cornish Way Industrial Units Roof Renovations                                       | 500,000               | 0                       | 500,000        | 11,524             | 488,476                                | 0         | 0         | 0         | 0         | 0         |
| Fakenham Connect Roof and Fire Doors                                                | 100,000               | 2,000                   | 98,000         | 0                  | 98,000                                 | 0         | 0         | 0         | 0         | 0         |
| The Watch House, Cliff Stabilisation Works                                          | 400,000               | 0                       | 400,000        | 3,765              | 396,235                                | 0         | 0         | 0         | 0         | 0         |
| North Lodge Car Park                                                                | 250,000               | 1,352                   | 248,648        | 13,032             | 235,616                                | 0         | 0         | 0         | 0         | 0         |
| The Cedars Renovations                                                              | 240,000               | 0                       | 240,000        | 0                  | 240,000                                | 0         | 0         | 0         | 0         | 0         |
| Drs Steps, Cromer                                                                   | 70,000                | 1,000                   | 69,000         | 0                  | 69,000                                 | 0         | 0         | 0         | 0         | 0         |
|                                                                                     |                       |                         | 4,197,898      | 123,388            | 4,074,510                              | 0         | 0         | 0         | 0         | 0         |

### Capital Programme - Budget Monitoring 2026/27

| Scheme                                               | Scheme Total Approval | Pre 2026/27 Expenditure | Updated Budget    | Actual Expenditure | Remaining Budget (Forecasted YE spend) | Budget           | Budget           | Budget           | Budget           | Budget           |
|------------------------------------------------------|-----------------------|-------------------------|-------------------|--------------------|----------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                                      | £                     | £                       | 2026/27 £         | 2026/27 £          | 2026/27 £                              | 2027/28 £        | 2028/29 £        | 2029/30 £        | 2030/31 £        | 2031/32 £        |
| <b>A Strong, Responsible And Accountable Council</b> |                       |                         |                   |                    |                                        |                  |                  |                  |                  |                  |
| User IT Hardware Refresh                             | 300,000               | 212,912                 | 87,088            | 33,029             | 54,059                                 | 0                | 0                | 0                | 0                | 0                |
| Property Services Asset Management Database          | 30,000                | 13,800                  | 16,200            | 2,400              | 13,800                                 | 0                | 0                | 0                | 0                | 0                |
| Replacement of Uninterruptible Power Supply          | 40,000                | 29,304                  | 10,696            | 0                  | 10,696                                 | 0                | 0                | 0                | 0                | 0                |
| Reprographics Guillotine                             | 15,000                | 0                       | 15,000            | 0                  | 15,000                                 | 0                | 0                | 0                | 0                | 0                |
| Building Control Software                            | 60,500                | 0                       | 60,500            | 0                  | 60,500                                 | 0                | 0                | 0                | 0                | 0                |
|                                                      |                       |                         | 189,484           | 35,429             | 154,055                                | 0                | 0                | 0                | 0                | 0                |
| <b>Totals</b>                                        |                       |                         | <b>42,394,954</b> | <b>5,383,581</b>   | <b>37,011,372</b>                      | <b>3,935,458</b> | <b>4,775,458</b> | <b>2,605,458</b> | <b>1,600,910</b> | <b>1,600,000</b> |

| 2025/26 Capital Programme Financing Table | Budget 2026/27    | Actual Expenditure 2026/27 | Remaining Budget 2026/27 | Budget 2027/28   | Budget 2028/29   | Budget 2029/30   | Budget 2030/31   | Budget 2031/32   |
|-------------------------------------------|-------------------|----------------------------|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Grants                                    | 26,829,339        | 4,456,578                  | 22,372,761               | 2,600,000        | 2,600,000        | 2,600,000        | 1,600,000        | 1,600,000        |
| Other Contributions                       | 2,015,673         | 211,057                    | 1,804,616                | 0                | 0                | 0                | 0                | 0                |
| Reserves                                  | 1,353,540         | 4,999                      | 1,348,541                | 5,458            | 5,458            | 5,458            | 910              | 0                |
| Revenue Contribution to Capital (RCCO)    | 5,000             | 0                          | 5,000                    | 0                | 0                | 0                | 0                | 0                |
| Capital Receipts                          | 2,398,851         | 485,377                    | 1,913,474                | 300,000          | 0                | 0                | 0                | 0                |
| Borrowing                                 | 9,792,551         | 225,571                    | 9,566,980                | 1,030,000        | 2,170,000        | 0                | 0                | 0                |
| <b>Total</b>                              | <b>42,394,954</b> | <b>5,383,581</b>           | <b>37,011,372</b>        | <b>3,935,458</b> | <b>4,775,458</b> | <b>2,605,458</b> | <b>1,600,910</b> | <b>1,600,000</b> |

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## Reserves Statement Monitoring 2026-27

| Reserve                               | Purpose and Use of Reserve                                                                                                                                                                                                                                                                                       | Balance<br>01/04/26 | Updated<br>Budgeted<br>Movement<br>2026/27 | Forecast<br>Movement<br>P4 2026/27 | Forecast<br>Balance<br>01/04/27 | Budgeted<br>Movement<br>2027/28 | Balance<br>01/04/28 | Budgeted<br>Movement<br>2028/29 | Balance<br>01/04/29 | Budgeted<br>Movement<br>2029/30 | Balance<br>01/04/30 |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------|------------------------------------|---------------------------------|---------------------------------|---------------------|---------------------------------|---------------------|---------------------------------|---------------------|
|                                       |                                                                                                                                                                                                                                                                                                                  | £                   | £                                          | £                                  | £                               | £                               | £                   | £                               | £                   | £                               | £                   |
| <b>General Fund - General Reserve</b> | A working balance and contingency, current recommended balance is £2.1 million.                                                                                                                                                                                                                                  | <b>4,266,626</b>    | 251,276                                    | 251,276                            | <b>4,517,902</b>                | 0                               | <b>4,517,902</b>    | 0                               | <b>4,517,902</b>    | 0                               | <b>4,517,902</b>    |
| <b>Earmarked Reserves:</b>            |                                                                                                                                                                                                                                                                                                                  |                     |                                            |                                    |                                 |                                 |                     |                                 |                     |                                 |                     |
| Capital Projects                      | To provide funding for capital developments and purchase of major assets.                                                                                                                                                                                                                                        | <b>390,867</b>      | 0                                          | (390,867)                          | <b>0</b>                        | 0                               | <b>0</b>            | 0                               | <b>0</b>            | 0                               | <b>0</b>            |
| Asset Management                      | To support improvements to our existing assets as identified through the Asset Management Plan.                                                                                                                                                                                                                  | <b>318,970</b>      | 275,000                                    | 168,236                            | <b>487,206</b>                  | 0                               | <b>487,206</b>      | 0                               | <b>487,206</b>      | 0                               | <b>487,206</b>      |
| 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. | <b>727,822</b>      | 0                                          | 0                                  | <b>727,822</b>                  | 0                               | <b>727,822</b>      | 0                               | <b>727,822</b>      | 0                               | <b>727,822</b>      |
| Building Control                      | Building Control surplus ring-fenced to cover any future deficits in the service.                                                                                                                                                                                                                                | <b>85,573</b>       | 0                                          | 0                                  | <b>85,573</b>                   | 0                               | <b>85,573</b>       | 0                               | <b>85,573</b>       | 0                               | <b>85,573</b>       |
| 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.                                                                                                                                                                | <b>1,683,890</b>    | (18,000)                                   | (18,000)                           | <b>1,665,890</b>                | (18,000)                        | <b>1,647,890</b>    | (18,000)                        | <b>1,629,890</b>    | 0                               | <b>1,629,890</b>    |
| Coast Protection                      | To support the ongoing coast protection maintenance programme and carry forward funding between financial years.                                                                                                                                                                                                 | <b>257,228</b>      | 0                                          | 0                                  | <b>257,228</b>                  | 0                               | <b>257,228</b>      | 0                               | <b>257,228</b>      | 0                               | <b>257,228</b>      |
| Communities                           | To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.                                                                                                                                                                                | <b>168,941</b>      | (160,000)                                  | (160,000)                          | <b>8,941</b>                    | 0                               | <b>8,941</b>        | 0                               | <b>8,941</b>        | 0                               | <b>8,941</b>        |
| Delivery Plan                         | To help achieve the outputs from the Corporate Plan and Delivery Plan.                                                                                                                                                                                                                                           | <b>1,064,589</b>    | (50,000)                                   | (472,402)                          | <b>592,187</b>                  | 0                               | <b>592,187</b>      | 0                               | <b>592,187</b>      | 0                               | <b>592,187</b>      |
| Economic Development and Regeneration | Earmarked from previous underspends within Economic Development and Regeneration Budgets.                                                                                                                                                                                                                        | <b>148,079</b>      | 0                                          | 0                                  | <b>148,079</b>                  | 0                               | <b>148,079</b>      | 0                               | <b>148,079</b>      | 0                               | <b>148,079</b>      |
| Election Reserve                      | Established to meet costs associated with district council elections, to smooth the impact between financial years.                                                                                                                                                                                              | <b>183,000</b>      | 0                                          | 0                                  | <b>183,000</b>                  | 0                               | <b>183,000</b>      | 0                               | <b>183,000</b>      | 0                               | <b>183,000</b>      |
| Enforcement Works                     | Established to meet costs associated with district council enforcement works including buildings at risk .                                                                                                                                                                                                       | <b>39,884</b>       | 0                                          | 0                                  | <b>39,884</b>                   | 0                               | <b>39,884</b>       | 0                               | <b>39,884</b>       | 0                               | <b>39,884</b>       |
| Environmental Health                  | Earmarking of previous underspends and additional income to meet Environmental Health initiatives.                                                                                                                                                                                                               | <b>788,414</b>      | 0                                          | 0                                  | <b>788,414</b>                  | 0                               | <b>788,414</b>      | 0                               | <b>788,414</b>      | 0                               | <b>788,414</b>      |
| Environment Reserve                   | To fund expenditure relating to the Council's Green Agenda.                                                                                                                                                                                                                                                      | <b>150,000</b>      | 0                                          | 0                                  | <b>150,000</b>                  | 0                               | <b>150,000</b>      | 0                               | <b>150,000</b>      | 0                               | <b>150,000</b>      |

## Reserves Statement Monitoring 2026-27

| Reserve                                  | Purpose and Use of Reserve                                                                                                                                                                                                                                        | Balance<br>01/04/26<br>£ | Updated<br>Budgeted<br>Movement<br>2026/27<br>£ | Forecast<br>Movement<br>P4 2026/27<br>£ | Forecast<br>Balance<br>01/04/27<br>£ | Budgeted<br>Movement<br>2027/28<br>£ | Balance<br>01/04/28<br>£ | Budgeted<br>Movement<br>2028/29<br>£ | Balance<br>01/04/29<br>£ | Budgeted<br>Movement<br>2029/30<br>£ | Balance<br>01/04/30<br>£ |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------------------|-----------------------------------------|--------------------------------------|--------------------------------------|--------------------------|--------------------------------------|--------------------------|--------------------------------------|--------------------------|
| Extended Responsibility Producer         | Earmarking of money to be received in relation to packaging, waste collection and disposal costs.                                                                                                                                                                 | 162,613                  | 0                                               | 0                                       | 162,613                              | 0                                    | 162,613                  | 0                                    | 162,613                  | 0                                    | 162,613                  |
| Grants                                   | Revenue Grants received and due to timing issues not used in the year.                                                                                                                                                                                            | 2,511,016                | (83,854)                                        | (152,531)                               | 2,358,485                            | (19,720)                             | 2,338,765                | (20,020)                             | 2,318,745                | 0                                    | 2,318,745                |
| Housing                                  | Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.                                                                                           | 1,411,571                | (219,959)                                       | (329,120)                               | 1,082,451                            | (59,513)                             | 1,022,938                | 0                                    | 1,022,938                | 0                                    | 1,022,938                |
| Innovation Fund                          | Contract default payments earmarked to fund service improvement projects.                                                                                                                                                                                         | 696,749                  | 0                                               | 0                                       | 696,749                              | 0                                    | 696,749                  | 0                                    | 696,749                  | 0                                    | 696,749                  |
| Land Charges                             | To mitigate the impact of potential income reductions.                                                                                                                                                                                                            | 318,338                  | 0                                               | 69,504                                  | 387,842                              | 0                                    | 387,842                  | 0                                    | 387,842                  | 0                                    | 387,842                  |
| Legal                                    | One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.                                                                                                                                                                                    | 52,914                   | 0                                               |                                         | 52,914                               | 0                                    | 52,914                   | 0                                    | 52,914                   | 0                                    | 52,914                   |
| Local Government Reorganisation          | To provide for costs associated with the implementation of Local Government Reorganisation.                                                                                                                                                                       | 0                        | 750,000                                         | 212,229                                 | 212,229                              | 0                                    | 212,229                  | 0                                    | 212,229                  | 0                                    | 212,229                  |
| Major Repairs Reserve                    | To provide provision for the repair and maintenance of the councils asset portfolio.                                                                                                                                                                              | 451,372                  | 0                                               | (45,045)                                | 406,327                              | 0                                    | 406,327                  | 0                                    | 406,327                  | 0                                    | 406,327                  |
| Net Zero Initiatives                     | to support the Councils Net Zero programme                                                                                                                                                                                                                        | 351,285                  | (278,600)                                       | (300,000)                               | 51,285                               | 0                                    | 51,285                   | 0                                    | 51,285                   | 0                                    | 51,285                   |
| New Burdens                              | Funding set aside to meet the costs associated with new statutory duties and government policy requirements placed on the Council.                                                                                                                                | 354,245                  | 0                                               | 0                                       | 354,245                              | 0                                    | 354,245                  | 0                                    | 354,245                  | 0                                    | 354,245                  |
| New Homes Bonus (NHB)                    | Established for supporting communities with future growth and development and Plan review*                                                                                                                                                                        | 92,329                   | 0                                               | 0                                       | 92,329                               | 0                                    | 92,329                   | 0                                    | 92,329                   | 0                                    | 92,329                   |
| Organisational Development               | To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.                                                                                              | 98,881                   | 0                                               | 0                                       | 98,881                               | 0                                    | 98,881                   | 0                                    | 98,881                   | 0                                    | 98,881                   |
| Pathfinder                               | To help Coastal Communities adapt to coastal changes.                                                                                                                                                                                                             | 89,566                   | 0                                               | 0                                       | 89,566                               | 0                                    | 89,566                   | 0                                    | 89,566                   | 0                                    | 89,566                   |
| Planning                                 | Additional Planning income earmarked for Planning initiatives including Plan Review.                                                                                                                                                                              | 328,433                  | 12,000                                          | 12,000                                  | 340,433                              | 50,000                               | 390,433                  | 50,000                               | 440,433                  | 50,000                               | 490,433                  |
| Restructuring & Invest to Save Proposals | To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved. | 710,503                  | 39,388                                          | 28,548                                  | 739,051                              | 0                                    | 739,051                  | 0                                    | 739,051                  | 0                                    | 739,051                  |
| Second Home Premium                      | To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.                                                                                   | 115,337                  | 285,000                                         | 285,000                                 | 400,337                              | 400,000                              | 800,337                  | 400,000                              | 1,200,337                | 400,000                              | 1,600,337                |
| Treasury                                 | To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds                                                                                                                                               | 300,000                  | 0                                               | 0                                       | 300,000                              | 0                                    | 300,000                  | 0                                    | 300,000                  | 0                                    | 300,000                  |
| <b>Total Reserves</b>                    |                                                                                                                                                                                                                                                                   | <b>18,319,037</b>        | <b>802,251</b>                                  | <b>(841,172)</b>                        | <b>17,477,865</b>                    | <b>352,767</b>                       | <b>17,830,632</b>        | <b>411,980</b>                       | <b>18,242,612</b>        | <b>450,000</b>                       | <b>18,692,612</b>        |

| Cabinet Work Programme – September to December 2026 |             |                                                                                                                                                                     |                                                                                                                            |                                                        |                                                                                                                       |
|-----------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| October 2026                                        |             |                                                                                                                                                                     |                                                                                                                            |                                                        |                                                                                                                       |
| Cabinet                                             | 05 Oct 2026 | <b>Property Transactions</b> <ul style="list-style-type: none"> <li>- NW Football Club Lease renewal</li> <li>- North Lodge Park– consultation responses</li> </ul> | <b>Lucy Shires</b><br><i>Renata Garfoot</i><br><i>Estates &amp; Asset Strategy Manager</i>                                 | <i>Investing in local economy &amp; infrastructure</i> | May contain exempt information<br> |
| Cabinet                                             | 05 Oct 2026 | <b>Disabled Facilities Grants Discretionary Policy 2026-2027</b>                                                                                                    | <b>Jill Boyle</b><br><i>Trudi Grant</i><br><i>AD for Peoples Services</i>                                                  | <i>A Strong, responsible and Accountable Council</i>   |                                                                                                                       |
| Cabinet                                             | 05 Oct 2026 | <b>Tree Management Policy</b>                                                                                                                                       | <b>Liz Withington</b><br><b>Andrew Brown</b><br><i>Elisa Pendered</i><br><i>Env &amp; Leisure Business Support Manager</i> |                                                        |                                                                                                                       |
| 02 November 2026                                    |             |                                                                                                                                                                     |                                                                                                                            |                                                        |                                                                                                                       |
| Cabinet                                             | 02 Nov 2026 | <b>Budget Monitoring P6</b>                                                                                                                                         | <b>Lucy Shires</b><br><i>Daniel King</i><br><i>AD for Finance &amp; Assets</i>                                             | <i>A Strong, responsible and Accountable Council</i>   |                                                                                                                       |
| Scrutiny                                            | 11 Nov 2026 |                                                                                                                                                                     |                                                                                                                            |                                                        |                                                                                                                       |



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 or more, or affects two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

| Committee               | Meeting     | Report title                                  | Cabinet member                                                    | Corporate Plan theme                          | Decision details                                                                                                      |
|-------------------------|-------------|-----------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Cabinet                 | 02 Nov 2026 | Draft Homelessness & Rough Sleeping Strategy  | Cllr J Boyle<br>Trudi Grant<br>AD for People Services             | Meeting Local Housing Need                    | <i>Pre-Scrutiny</i>                                                                                                   |
| Scrutiny                | 14 Oct 2026 |                                               |                                                                   |                                               |                                                                                                                       |
| Council                 | 18 Nov 2026 |                                               |                                                                   |                                               |                                                                                                                       |
| Cabinet                 | 02 Nov 2026 | Property Transactions                         | Lucy Shires<br>Renata Garfoot<br>Estates & Asset Strategy Manager | A Strong, responsible and Accountable Council | <br>May contain exempt information |
| <b>30 November 2026</b> |             |                                               |                                                                   |                                               |                                                                                                                       |
| Cabinet                 | 30 Nov 2026 | Property Transactions                         | Lucy Shires<br>Renata Garfoot<br>Estates & Asset Strategy Manager | A Strong, responsible and Accountable Council | <br>May contain exempt information |
| Cabinet                 | 30 Nov 2026 | Council Tax Discount Determinations 2027/2028 | Cllr L Shires<br>Sean Knight<br>Revenues Manager                  | A Strong, responsible and Accountable Council |                                                                                                                       |
| Scrutiny                | 09 Dec 2026 |                                               |                                                                   |                                               |                                                                                                                       |
| Council                 | 16 Dec 2026 |                                               |                                                                   |                                               |                                                                                                                       |
| Cabinet                 | 30 Nov 2026 | Non-Domestic Business rates Policy 2027/2028  | Cllr L Shires<br>Sean Knight<br>Revenues Manager                  | A Strong, responsible and Accountable Council |                                                                                                                       |
| Scrutiny                | 09 Dec 2026 |                                               |                                                                   |                                               |                                                                                                                       |
| Council                 | 16 Dec 2026 |                                               |                                                                   |                                               |                                                                                                                       |



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 or more, or affects two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

| Committee    | Meeting     | Report title                                                                     | Cabinet member                                                  | Corporate Plan theme                          | Decision details                    |
|--------------|-------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------|-------------------------------------|
| Cabinet      | 30 Nov 2026 | Fees & Charges 2027/2028                                                         | Cllr L Shires<br>Don McCallum<br>Director for Resources         | A Strong, responsible and Accountable Council | Pre-scrutiny                        |
| Licensing    | 10 Nov 2016 |                                                                                  |                                                                 |                                               |                                     |
| Scrutiny     | 11 Nov 2026 |                                                                                  |                                                                 |                                               |                                     |
| Council      | 16 Dec 2026 |                                                                                  |                                                                 |                                               |                                     |
| Scrutiny     | 11 Nov 2026 | Medium Term Financial Strategy 2027 onwards                                      | Cllr L Shires<br>Daniel King<br>Assistant Director of Resources | A Strong, responsible and Accountable Council | Pre-Scrutiny possible               |
| Cabinet      | 30 Nov 2026 |                                                                                  |                                                                 |                                               |                                     |
| Council      | 16 Dec 2026 |                                                                                  |                                                                 |                                               |                                     |
| Cabinet      | 30 Nov 2026 | Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q2 | Cllr T Adams<br>Steve Hems<br>Director for Service Delivery     | A Strong, responsible and Accountable Council |                                     |
| Scrutiny     | 09 Dec 2026 |                                                                                  |                                                                 |                                               |                                     |
| Cabinet      | 30 Nov 2026 | Treasury Management Strategy 2027/2028                                           | Cllr L Shires<br>Daniel King<br>Assistant Director of Resources | A Strong, responsible and Accountable Council |                                     |
| GRAC         | 01 Dec 2026 |                                                                                  |                                                                 |                                               |                                     |
| Council      | 18 Dec 2026 |                                                                                  |                                                                 |                                               |                                     |
| January 2027 |             |                                                                                  |                                                                 |                                               |                                     |
| Cabinet      | 11 Jan 2027 | Capital Strategy 2027/2028                                                       | Cllr L Shires<br>Daniel King<br>Assistant Director of Resources | A Strong, responsible and Accountable Council | could slip to Feb cycle of meetings |
| Scrutiny     | 20 Jan 2027 |                                                                                  |                                                                 |                                               |                                     |
| Council      | 17 Feb 2027 |                                                                                  |                                                                 |                                               |                                     |



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 or more, or affects two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

| Future Items – Dates to be confirmed |  |                                                                      |                                                                                               |                                                              |                                                                                                                                                               |
|--------------------------------------|--|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cabinet                              |  | <b>Asset Management Plan</b>                                         | <b>Lucy Shires</b><br><i>Renata Garfoot<br/>Estates &amp; Asset<br/>Strategy Manager</i>      | <i>A Strong, responsible<br/>and Accountable<br/>Council</i> | May contain exempt information                                                                                                                                |
| Cabinet                              |  | <b>Property Transactions</b><br>Marrams Bowls Club<br>Donkey Shelter | <b>Cllr Lucy Shires</b><br><i>Renata Garfoot<br/>Estates &amp; Asset<br/>Strategy Manager</i> | <i>A Strong, responsible<br/>and Accountable<br/>Council</i> | <br>Reports regarding property transactions may contain exempt information |
| abinet                               |  | <b>Cabbell Park/Cromer Youth Clubhouse Update</b>                    | <b>Cllr L Shires</b><br><i>Emily Capps<br/>AD Environment &amp; Leisure</i>                   |                                                              | <br>May contain exempt information                                         |



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 or more, or affects two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

| October 2026                                      |                                                                                                                                                                                                                                         |                             |                 |                  |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------|------------------|
| <b>Homelessness &amp; Rough Sleeping Strategy</b> | Scrutiny of the Homelessness & Rough Sleeping Strategy – making recs to Full Council.                                                                                                                                                   | Pre-Scrutiny                | Cllr J Boyle    | FC               |
| <b>O&amp;S Annual Report 2025-2026</b>            | To recommend to Full Council the Committee's Annual report summarising its key achievements and highlighting any issues over the previous two years                                                                                     | Annual overview             | N/A             | O&S Full Council |
| <b>LGR Update</b>                                 | As appropriate                                                                                                                                                                                                                          | Monthly                     | Cllr T Adams    | Cabinet          |
| <b>Budget Setting 2027/2028</b>                   | To consider how the Committee wants to feed into the Budget setting process for 2026/2027 – including pre-scrutiny of key reports such as the MTFS<br><i>Agree date for Budget setting workshop/discussion – possibly with Cabinet?</i> | Annual Pre-scrutiny/scoping | Cllr L Shires   | Full Council     |
| <b>HOSC Report</b>                                | Update from recent HOSC meeting                                                                                                                                                                                                         | Quarterly                   | Cllr V Holliday | Scrutiny         |
| November 2026                                     |                                                                                                                                                                                                                                         |                             |                 |                  |
| <b>Budget Monitoring P6</b>                       | To review the BM report and make any recs to Cabinet                                                                                                                                                                                    | Cyclical overview           | Cllr L Shires   | Cabinet          |
| <b>Fees &amp; Charges 2026/2027</b>               | To review the Fees & Charges and make recs to Full Council                                                                                                                                                                              | Annual scrutiny             | Cllr L Shires   | Full Council     |
| <b>Car Park Fees &amp; Charges</b>                | To Consider and make recommendations to Cabinet                                                                                                                                                                                         | Annual scrutiny             | Cllr L Shires   | Cabinet          |

**Overview** – a broader, review-based approach to a topic, particularly where it impacts on the district and its residents as a whole.

**Scrutiny** - a more in-depth approach, 'drilling down' into key areas of concern, evaluating proposals and making recommendations to Cabinet/Council

**Pre-scrutiny** – the committee considers items in the early stages of development/drafting and makes recommendations to Cabinet, ahead of implementation.

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

|                                                                                                      |                                                                                                                                                      |                           |                  |                     |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------|---------------------|
| <b>Net Zero Strategy &amp; Action Plan</b>                                                           | Review of 2025/26 footprint report.                                                                                                                  | Pre-scrutiny              | Cllr A Varley    | Scrutiny Cabinet FC |
| <b>Rural Strategy</b><br>(Might be later. ADSG will liaise with Portfolio Holder for potential date) | To provide oversight of the Rural Position Statement of local services to ensure they are preserved as the Council transitions into a new authority. | Scrutiny                  | Cllr J. Toye     | FC                  |
| <b>December 2026</b>                                                                                 |                                                                                                                                                      |                           |                  |                     |
| <b>Council Tax Discount Determinations 2027/2028</b>                                                 | To review the CT Discount Determinations and make recs to Full Council                                                                               | Annual overview           | Cllr L Shires    | Full Council        |
| <b>Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of 2026</b>            | To review the Council's performance and make any recommendations to Cabinet                                                                          | Quarterly scrutiny        | Cllr T Adams     | Cabinet             |
| <b>HOSC Report</b>                                                                                   | Update from recent HOSC meeting                                                                                                                      | Quarterly overview        | Cllr V Holliday  | Scrutiny            |
| <b>Anglian Water</b><br>(Written update shared offline only)                                         | Progress report on AW actions following June Meeting                                                                                                 | Scheduled Update overview | Cllr H Blathwayt | O&S                 |
| <b>UK Power Networks</b>                                                                             | To review and consider impact of electricity supply in local area.                                                                                   | overview                  |                  | O&S                 |
| <b>Budget Savings Early pre-scrutiny of Budget proposals 2027-2028</b>                               | To consider savings proposals for 2027/28 and make any recs to Cabinet ahead of the Budget setting process                                           | Annual Pre-scrutiny       | Cllr L Shires    | Cabinet             |
| <b>Draft Revenue Budget 2027-2028</b>                                                                | To consider making recommendations to Cabinet on the draft revenue budget.                                                                           | Annual Pre-scrutiny       | Cllr L Shires    | Cabinet             |

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**Pre-scrutiny** – the committee considers items in the early stages of development/drafting and makes recommendations to Cabinet, ahead of implementation.

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

| January 2027                                                                                                             |                                                                                                                                                                                                     |                       |                  |              |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------|--------------|
| <b>Rural England Prosperity Fund</b><br>Economic Growth report no indication that MHCLG will ever produce an evaluation. | PH for Sustainable Growth reports back with an update position on a selection of businesses across a variety of sectors in 12 months' time, including an on the benefits achieved from the funding. | overview              | Cllr J Toye      | O&S          |
| February 2027                                                                                                            |                                                                                                                                                                                                     |                       |                  |              |
| <b>Capital Strategy 2026/2027</b>                                                                                        | To review the Capital Strategy for 2026-2027 and make any recommendations to Full Council                                                                                                           | Annual<br>Scrutiny    | Cllr L Shires    | Full Council |
| <b>Draft Revenue Budget 2026-2027</b>                                                                                    | To review the draft Budget proposals for 2026-2027 and make any recommendations to Full Council                                                                                                     | Annual<br>Scrutiny    | Cllr L Shires    | Full Council |
| <b>Medium Term Financial Strategy 2026 onwards</b>                                                                       | Pre-scrutiny of an early draft of the MTFs – making recommendations to Cabinet                                                                                                                      | Annual<br>Scrutiny    | Cllr L Shires    | Full Council |
| <b>Non-Domestic Business rates Policy 2026/2027</b>                                                                      | To review the Policy and make recommendations to Full Council                                                                                                                                       | Annual<br>overview    | Cllr L Shires    | Full Council |
| March 2027                                                                                                               |                                                                                                                                                                                                     |                       |                  |              |
| <b>Budget Monitoring P10 2025-2026</b>                                                                                   | To review the BM report and make any recommendations to Full Council                                                                                                                                | Cyclical<br>overview  | Cllr L Shires    | Cabinet      |
| <b>Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q3</b>                                  | To review the Council's performance and make any recommendations to Cabinet                                                                                                                         | Quarterly<br>scrutiny | Cllr T Adams     | Cabinet      |
| <b>HOSC Report</b>                                                                                                       | Update from recent HOSC meeting                                                                                                                                                                     | Quarterly             | Cllr V. Holliday | Scrutiny     |

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## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

|                                                                                           |                                                                                                                                                               |                                 |                  |              |
|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------|--------------|
| <b>Annual Action Plan</b>                                                                 | To review the Annual Action Plan for 2027/2028                                                                                                                | Cyclical<br>overview            | CEO              | Full Council |
| <b>April 2027</b>                                                                         |                                                                                                                                                               |                                 |                  |              |
| <b>O&amp;S Scoping Session</b>                                                            | For the Committee to consider and plan what items meet the criteria set out for scrutiny and to feed into the work programme calendar.                        | Annual<br>Private<br>session    | DSGO             | O&S          |
| <b>May 2027</b>                                                                           |                                                                                                                                                               |                                 |                  |              |
| <b>June 2027</b>                                                                          |                                                                                                                                                               |                                 |                  |              |
| <b>Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of 2024</b> | To review the Council's performance and make any recommendations to Cabinet<br><br><i>Project Management Team to attend (tbc)</i>                             | Quarterly<br>scrutiny           | Cllr T Adams     | Cabinet      |
| <b>Anglian Water</b>                                                                      | Progress report on AW actions following December Meeting<br><i>Update on flooding / drainage issues new housing developments</i><br><i>6 monthly updates?</i> | Scheduled<br>Update<br>overview | Cllr H Blathwayt | O&S          |
| <b>HOSC Report</b>                                                                        | Update from recent HOSC meeting                                                                                                                               | Quarterly                       | Cllr V Holliday  | Scrutiny     |

|                                                |                                                                                                                                                   |  |              |  |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------|--|
| <b>Future Items (listed in priority order)</b> |                                                                                                                                                   |  |              |  |
| <b>LGR</b>                                     | To feed into the LGR process at key stages, making any recs to Full Council. This item to incorporate workforce matters and asset management plan |  | Cllr T Adams |  |
| <b>Mobile Connectivity</b>                     | Infrastructure issues / Survey                                                                                                                    |  |              |  |

**Overview** – a broader, review-based approach to a topic, particularly where it impacts on the district and its residents as a whole.

**Scrutiny** - a more in-depth approach, 'drilling down' into key areas of concern, evaluating proposals and making recommendations to Cabinet/Council

**Pre-scrutiny** – the committee considers items in the early stages of development/drafting and makes recommendations to Cabinet, ahead of implementation.

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

|                                 |                                                                                                                      |  |  |  |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------|--|--|--|
| <b>Ambulance Response times</b> | To follow-up and review ambulance response times and to also consider the closure of community facilities.           |  |  |  |
| <b>Public Transport</b>         | Invite the portfolio holder for transport and Highways to discuss speed limits and public transport in North Norfolk |  |  |  |
| <b>Dentists</b>                 | To review access to local NHS dentist services for local people                                                      |  |  |  |
| <b>Electricity Supply</b>       | To review and consider impact of electricity supply in local area.                                                   |  |  |  |
| <b>AI</b>                       | To consider impact of AI. Excluding any strategy that needs to come to Committee in any event.                       |  |  |  |

### GUIDANCE FOR REVIEWING THE WORK PROGRAMME

In setting future Scrutiny topics, the Committee is asked to:

- a) Demonstrate the value any investigation would have to the Council's Community Leadership Role.
- b) Consider the relationship any future topic may have with the work of the Cabinet's Work Programme and the Council's Corporate Plan
- c) Be mindful of the public's priorities.
- d) Provide reasons for the investigation (so that Officers/Witnesses can assist Members to reach an outcome).
- e) Consider the outcomes required before commencing an investigation.
- f) Balance the need for new topics with existing items on the Scrutiny Work Programme.
- g) Consider whether it would be helpful to time limit investigations or break down some topics into smaller areas.
- h) Provide sufficient notice, where possible, in order that the Cabinet Member with responsibility for the subject, Officers and outside witnesses/attendees can fully assist the Committee.

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The Recommendations & Actions Tracker allows Overview & Scrutiny Committee to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each meeting. Once a recommendation or action has been completed, it will be removed from the tracker at the next meeting. The latest recommendations and actions are listed first.

| Meeting Date<br>Topic     | Recommendation / Action<br>(Cabinet member / Lead officer)                                                                                                                                                                                                                | Decision<br>Maker | Response/Progress<br>Deadline                                                                                                                                                                                                                                                                                                                    | Status      |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <b>15 July 2026</b>       |                                                                                                                                                                                                                                                                           |                   |                                                                                                                                                                                                                                                                                                                                                  |             |
| 2025/26 Outturn<br>Report | <b>Action:</b> <ul style="list-style-type: none"> <li>To provided details if source development of S.106 funds used to renovate Fakenham play area.</li> <li>To provide details of total Pension Cash contributions</li> </ul>                                            | Cabinet           | <b>29/07/26: ADFA approached for responses.</b><br><br><b>12/08/2026: Chased ADFA for completion.</b>                                                                                                                                                                                                                                            | In progress |
| Deprivation<br>Data       | <b>Action:</b> <ul style="list-style-type: none"> <li>Meeting to be set up for members, inviting Cllr Shires, to discuss direction of travel for Committee.</li> <li>North Norfolk Health and Wellbeing Partnership to be asked for a quarterly update report.</li> </ul> | O&S               | <b>29/07/26 and 10/08/26: Asked O&amp;S Chair for preference of Teams or in Person meeting with suggested dates.</b><br><br><b>29/07/26: Asked Health and Communities Team Leader (HCTL) if this was achievable.</b><br><b>10/08/2026: HCTL said it was and happy to complete. Needs to know focus and format.</b><br><b>Liaised with Chair.</b> | In progress |
| <b>10 June 2026</b>       |                                                                                                                                                                                                                                                                           |                   |                                                                                                                                                                                                                                                                                                                                                  |             |
| Corporate<br>Action Plan  | <b>Action:</b> <ul style="list-style-type: none"> <li>Cllr Penfold to talk to County Museum Service for guidance in putting in an application for heritage funding and inform strategic process.</li> </ul>                                                               | Cabinet           | <b>Project Management Team have shared some key info with Cllr Penfold so he can progress talks with the Museum Service</b>                                                                                                                                                                                                                      | In progress |
| Anglian Water             | <b>Action:</b> <ul style="list-style-type: none"> <li>To consult with the Planning Team at NNDC on how it currently consults with Anglian Water Pre-Planning Team to determine what weight is</li> </ul>                                                                  | O&S               | <b>Consulted with Assistant Director for Planning on 24/6 who has asked the</b>                                                                                                                                                                                                                                                                  | In progress |

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|                               |                                                                                                                                                                                                                                                                                                                               |                                   |                                                                                                                                                                                                                                                         |                    |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|                               | <p>added by those objections and concerns raised by AW</p> <ul style="list-style-type: none"> <li>• Provide an overview of the criteria for assessing planning applications near existing known flooding hotspots.</li> <li>• Share the consultation plan for their Drainage and Wastewater Management Plan (DWMP)</li> </ul> | <p><b>AW</b></p> <p><b>AW</b></p> | <p><b>Development Manager for a full response.</b></p> <p><b>DSGO chasing AW who have promised these documents ASAP. They are currently very busy with the heatwave but DSGO is monitoring.</b></p> <p><b>12/08/2026: Chased AW for completion.</b></p> |                    |
| <b>15 May 2026</b>            |                                                                                                                                                                                                                                                                                                                               |                                   |                                                                                                                                                                                                                                                         |                    |
| Budget Monitoring             | <p><b>Action: Cllr Bayes requested,</b></p> <ul style="list-style-type: none"> <li>• What percentage of apprentices become permanent staff at the end of their apprenticeship, and do we utilise our full apprenticeship levy each year?</li> </ul>                                                                           | <b>O&amp;S</b>                    | <p><b>HR responded on 21/5/26 requesting the possibility of a timeframe be added to the query.</b></p> <p><b>Emailed Cllr Bayes the request on 10/06/26</b></p> <p><b>12/08/2026: Chased HR Manager for completion.</b></p>                             | <b>In progress</b> |
| <b>Meeting Date<br/>Topic</b> | <b>Recommendation / Action<br/>(Cabinet member / Lead officer)</b>                                                                                                                                                                                                                                                            | <b>Decision<br/>Maker</b>         | <b>Response/Progress<br/>Deadline</b>                                                                                                                                                                                                                   | <b>Status</b>      |
| <b>10 December 2025</b>       |                                                                                                                                                                                                                                                                                                                               |                                   |                                                                                                                                                                                                                                                         |                    |
| Rural Strategy                | <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Is there a deadline for providing a Rural Position Statement of local services to ensure they are</li> </ul>                                                                                                                                                  | <b>O&amp;S</b>                    | <p><b>22/01/2026:</b> Not been possible to progress beyond an initial scoping document. On a priority</p>                                                                                                                                               | <b>In progress</b> |

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|  |                                                                                                                             |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|--|-----------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <p>preserved as the Council transitions into a new authority.<br/>(Assistant Director Sustainable Growth / Cllr J. Toye</p> |  | <p>list to progress but little resource to do so. May seek outside support to put together an evidence document. No deadline as such but will attempt to assess the likely timescales for the work to be completed.<br/>Emailed Committee with update<br/><b>12/05/2026: Update</b> AD SG advised new scoping document had been produced and awaiting comment. Expected to go to Business Planning in coming months.<br/>12/08/2026: AD SG confirmed still no further forward.</p> |  |
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