

Cabinet



Please contact: Democratic Services

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Friday, 25 October 2024

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 4 November 2024 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:democraticservices@north-norfolk.gov.uk.

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

Emma Denny
Democratic Services Manager

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

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



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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 7th October 2024.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. 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 (see attached guidance and flowchart)

5. ITEMS OF URGENT BUSINESS

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

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM THE PLANNING POLICY & BUILT HERITAGE WORKING PARTY

To consider the following recommendations made by Planning Policy & Built Heritage Working Party at the meeting held on 10th October:

- I. the draft Action Plan is endorsed and taken forward to the timelines outlined;
- II. the updated evidence and background papers are endorsed;
- III. the consultation arrangements and communication Plan are endorsed;
- IV. that delegated authority is given to the Acting Planning Policy Manager in consultation with the Planning Portfolio Holder to finalise the Action Plan and consultation material and continue to respond to the Inspector's questions during the Examination period and hearing(s)

8. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider the following recommendations made by the Overview and Scrutiny Committee at the meeting held on 16th October 2024:

Car Park Fees & Charges

Recommended that Cabinet consider the following changes to fees and charges to be implemented from 1 April 2025

- (A) (1) that fees for the Council's Standard Car Parks be increased by

10p per hour, for the Coastal and Resort Car Parks be increased by 30p per hour, and

(2) the question of whether there could be no increase in fees at the standard car parks and a charge of 40p at the Coastal and Resort car parks be explored

(B) that seasonal charges are not introduced at this time

(C) a flat rate evening charge across all car parks is not re-introduced at this time

(D) season ticket prices are increased by the inflationary increase since 2016 only this year and increases to season ticket prices should be reviewed annually

(E) Coach Parking charges are increased to £12, £24 and £96

(F) that all the potential options for charging at Hornbeam Road Car Park in North Walsham be explored

(G) car parking charges are reviewed every other year with the next review taking place so that any changes are implemented from 1 April 2027 apart from season tickets which should be reviewed annually as mentioned under recommendation D above.

Annual Review of Beach Huts and Chalets

Recommended that –

(A) the conversion of weekly lets to long term lets

be explored with 50% of the huts being converted this year and then being reviewed on whether a further 50% increase was a good idea,

(B) the charges for lets of the long-leased huts be increased by 14% this year,

(C) the risks to Option E - lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities be fully investigated, and

(D) Options D Lease all weekly lets commercially, allowing the tenant to hire their unit and Option E be further explored for the future of the Beach Huts and Chalets Service

9. CAR PARKING FEES AND CHARGES

15 - 34

Executive Summary	<p>The hourly Car Park charges were last increased in July 2022. The season tickets prices have not been increased since 2016 when there was only a small increase to the charges. Prior to that they had not been increased since 2009. It is now considered that it is an appropriate time to review the charges for all our car parks and ticket types.</p> <p>The Council operates its car parks with 3 different rates which are dependent on where the car park is located. There is the standard rate for the inland car parks (mainly used by our residents), the resort rate for the car parks located in our resorts but not alongside the beaches and the coastal rate for the car parks that are the nearest the beaches and which are predominantly used by tourists and visitors.</p>
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	<p>The Council also provides the option to purchase season tickets.</p> <p>This report provides details about the current car park fees and charges and surplus and then the options for increases.</p> <p>It recommends an increase for Cabinet to recommend to Full Council.</p>
Options considered	<ul style="list-style-type: none"> • Option 1 – Increasing fees across all car park by 10p, 20p or 30p an hour with corresponding increases to 24-hour and 7-day charges • Option 2 – Seasonal charges at coastal car parks during March to October • Option 3 – Re-introducing a flat rate evening charge across all car parks • Option 4 & 5 – Increases to Season Ticket prices • Option 6 – Increases to Coach Parking charges
Consultation(s)	Cabinet Member Section 151 officer
Recommendations	<p>It is recommended that Cabinet recommend the following to Full Council:</p> <p>That the following changes to fees and charges are implemented from 1 April 2025</p> <ul style="list-style-type: none"> • Option 1 – that fees across all car parks are increased with the combination as decided at the meeting. • Option 2 – that seasonal charges are introduced for coastal car parks. • Option 3 – that a flat rate evening charge across all car parks is not re-introduced at this time. • Option 4 & 5 – that an increase is introduced to all Season Ticket prices as decided at the meeting. • Option 6 – that Coach Parking charges are increased as decided at the meeting. • Option 7 – that permit holder and ‘App’ only parking is introduced at Hornbeam Road car park in North Walsham. • That car parking charges are reviewed every other year with the next review taking place so that any changes are implemented from 1 April 2027.
Reasons for	Car parking income represents a significant income

recommendations	source to the Council and as such has a substantial contribution to make to the Council's long term financial sustainability.
Background papers	MTFS
Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Tina.stankley@north-norfolk.gov.uk

10. ANNUAL REVIEW OF BEACH HUTS AND CHALETs

35 - 54

Executive Summary	<p>This report provides an annual review of the Beach Huts and Chalets service, for a 12-month period between 2023/24 and 24024/25.</p> <p>Leased sites, which continue to have high demand, have seen an increase in income due to the 350 lease renewals undertaken during the year.</p> <p>It continues, to be a challenging period for weekly let bookings during summer peak periods. In recent years occupancy has increase, however this year has seen a small fall in occupancy. Whilst advertising has been undertaken, the lack of bookings may be due to current economic situation (cost of living crisis) impacting on discretionary spend across a wide range of sectors, poor weather conditions and coastal works.</p> <p>A new customer feedback exercise, this year, has found a high level of weekly let customers are repeat customers and in the main, their feedback is very positive and helpful.</p> <p>In order to optimise the service, 7 key options ranging from a change of marketing and administration alongside various alternative management strategies have been considered and presented in this report.</p>
Options considered	<p>The following options have been considered:</p> <ul style="list-style-type: none"> • Convert existing weekly lets to leased units • Subscribing to a national beach hut letting website and booking system • Subscribing to an international holiday accommodation booking system • Converting weekly lets to leased sites • Lease all weekly lets on a commercial basis

	<ul style="list-style-type: none"> • Lease of both weekly lets and leased units commercially • Sell beach huts and chalets on a long leasehold with annual ground rent. • Operating through a trading company
Consultation(s)	None
Recommendations	<p>It is recommended:</p> <ul style="list-style-type: none"> • To consider the annual review and, • For the Asset Strategy Manager to be delegated authority to proceed with the alternative management Option E - Lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities, subject to viable bids being received.
Reasons for recommendations	Considered to be the most optimal of all options available, with less disruption to existing tenants, creates the most savings, generates a consistent rental income and improves capacity issues with existing resources.
Background papers	Beach Hut and Chalet Review 2018

Wards affected	Cromer, Mundesley, Overstrand, Sheringham
Cabinet member(s)	Cllr Lucy Shires. Portfolio Holder for Finance, Estates & Property Services
Contact Officer	Renata Garfoot, Asset Strategy Manager tel: 01263 516086. Email. Renata.Garfoot@north-norfolk.gov.uk

11. ANNUAL UPDATE - REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)

55 - 62

Executive Summary	<p>The Council is required to have a Policy for the use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p> <p>Home Office guidance recommends that elected members should review the use of the RIPA powers and ensure the policy remains fit for purpose at least once per year.</p> <p>Officers have reviewed the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedures document and made no changes.</p> <p>Officers have reviewed the Internet & Social Media Research & Investigations Policy and identified that no changes are necessary at this time.</p> <p>The Council has made no use of powers under RIPA in the last 12 months.</p>
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Options considered	The Policy is required to ensure proper application of the Act, so there is not an alternative option.
Consultation(s)	Consultation has been undertaken with the Monitoring Officer, who also acts as the Gatekeeper for RIPA activity.
Recommendations	<ol style="list-style-type: none"> 1. That Members note that there are no amendments required to the Regulation of Investigatory Powers Act 2000 Policy and Procedures. 2. That Members note that there are no amendments required to the Internet & Social Media Research & Investigations Policy. 3. That Members note there has been no activity undertaken under RIPA within the period since the last report.
Reasons for recommendations	<p>The Council is required to have an up to date policy/procedure in order to exercise its powers.</p> <p>Members are required to be aware of the RIPA activity undertaken by the Council.</p>
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr Calum Ringer
Contact Officer	<p>Steve Hems, Director for Communities</p> <p>01263 516192</p> <p>Steve.hems@north-norfolk.gov.uk</p>

12. **CORPORATE PLAN 2023-27 ACTION PLAN 2024- 25 – TO END OF QUARTER 2 – 30 SEPTEMBER 2024** 63 - 78

Executive Summary	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
Options considered	Not relevant.
Consultation(s)	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.

Recommendations	Cabinet is recommended to note this report.
Reasons for recommendations	The progress report shows that twenty-two of the actions are in progress and on track and four completed, although one action is identified as red and sixteen actions are identified as amber, including one that has not yet started. Corporate Leadership Team (CLT) will be reviewing progress on these actions.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- steve.hems@north-norfolk.gov.uk

13. **RESIDENTIAL SOLAR ADVISE AND INSTALLATIONS**

79 - 86

Executive Summary	<p>The Council's Environmental Charter has pledged the authority to assisting the wider North Norfolk district in achieve net zero carbon emissions by 2045. Furthermore, the Council has set out in its latest Corporate Plan and Annual Action Plan specific goals and objectives to help achieve this, including "Supporting homeowners upgrade the environmental performance of their homes". This is in recognition of the 22% of UK emissions that are produced by domestic heating, lighting and appliances.</p> <p>This paper sets out a proposal for the provision of advice and 'signposting' to householders considering the installation of solar panels.</p>
Options considered	<p>Option 1 – Residents bulk Purchasing Scheme Option 2 – Promote trusted traders from Norfolk County Council website (not exclusive and could also be coupled with the recommended option) Option 3 - The Council sets up its own bank of recommended designers and installers Option 4 Continue to promote solar panels only to those eligible for financial assistance (Do Nothing) Option 5 Partner with a solar advice and installation service (Recommended option)</p>
Consultation(s)	The proposals and the options have been considered by CLT.
Recommendations	To contract with the most suitable company to deliver a combination of solar modelling and impartial advice with optional managed installation for north Norfolk householders

	at no cost to the Council. To delegate authority to the Director for Place and Climate Change to reach a suitable agreement with an appropriate contractor.
Reasons for recommendations	To help meet the corporate objective: "Supporting homeowners upgrade the environmental performance of their homes." To encourage and support homeowners who can afford to pay for home improvements to upgrade the environmental performance of their homes in line with the Council's corporate objective at minimum cost and risk to the Council.
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr Adam Varley
Contact Officer	Kate Rawlings, Climate and Environmental Policy Manager, Kate.rawlings@north-norfolk.gov.uk

14. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

15. PRIVATE BUSINESS

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CABINET

Minutes of the meeting of the Cabinet held on Monday, 7 October 2024 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Cllr W Fredericks (Deputy Chair)	Cllr L Shires
Cllr T Adams (Chair)	Cllr A Brown
Cllr H Blathwayt	Cllr C Ringer
Cllr J Toye	Cllr A Varley
Cllr L Withington	

Members also attending:

Cllr C Cushing, Cllr N Dixon, Cllr Dr V Holliday

Officers in Attendance:

Chief Executive, Director for Resources / S151 Officer, Assistant Director for Finance, Assets, Legal & Monitoring Officer, Housing Strategy and Delivery Manager, Director for Place & Climate Change and Director for Communities

Also in attendance:

Public

34 MINUTES

The minutes of the meeting of Cabinet held on 9th September were approved as a correct record and signed by the Chairman subject to the following amendment:

Cllr P Fisher to be recorded in the list of attendees.

35 PUBLIC QUESTIONS AND STATEMENTS

The Chairman said that there was a member of the public in attendance to speak regarding agenda item 8. He would therefore invite them to speak at that point in the agenda.

36 DECLARATIONS OF INTEREST

None received.

37 ITEMS OF URGENT BUSINESS

None.

38 MEMBERS' QUESTIONS

The Chairman advised members that they could ask questions as matters arose during the meeting.

39 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, said that he would hand over to Cllr DR V Holliday, Chairman of the Homelessness Task & Finish Group to introduce the first item.

Cllr Holliday began by reminding members of the scale of homelessness in North Norfolk and the misery it caused. It placed a financial strain on everyone's budgets including the Council. The emotional, mental and physical toll that it took on households was beyond comprehension and the Council's teams worked tirelessly and under great pressure. The Task & Finish Group (set up by the Overview & Scrutiny Committee) set out with the widest possible range of interventions to reduce homelessness and to produce practical solutions to relieve homelessness. She said that there was some overlap with the excellent work currently being carried out by Housing Team at the Council which above and beyond for residents, however, it was felt important to start with a 'clean slate'.

Cllr Holliday said that the Task & Finish Group had met with 8 external witnesses and 5 officers and the recommendations came from them. It was hoped that, if the recommendations were supported by Cabinet, they would help the Council to continue to provide the best outcomes for households across the district that were at risk of homelessness or who had become homeless. It was recognised that the recommendations were just the first step and that they needed to be explored in more depth once across. The Group did not see its remit as fleshing out proposals in detail. She added that Recommendation E(4) was now out of date and could be removed.

The Chairman thanked Cllr Holliday and the Task & Finish Group for their extensive work. He assured her that the recommendations would be considered fully. He then invited Cllr W Fredericks, Portfolio Holder for Housing & Benefits to speak.

Cllr Fredericks began by thanking the Task & Finish Group and everyone involved in the process. She said that homelessness was a big issue and it was pleasing to see cross-party support for tackling such a challenging problem. She said that there was a lot of information in the report and resulting recommendations that would need to be looked at in detail to understand the potential benefit and the cost implications. She went on to say that many of the themes in the report reflected those in the Housing Strategy, the Homelessness and Rough Sleeping Strategy and the Housing refresh, all of these were 'live' documents and there was an action plan in place too. These documents were all regularly reviewed and where there was an opportunity to incorporate any changes, then they would be updated.

Picking up on some of the themes identified by the Task & Finish Group, Cllr Fredericks said that she would like to highlight some of the work that was currently ongoing or planned. Last year information was sent out to all town and parish councils in the district highlighting the housing need in their area. This exercise would be repeated soon and additional information provided about empty homes and where to get help if anyone found themselves homeless. The Council had also been carrying out a consultation on the 'Your Choice, Your Home' scheme and members had had the opportunity to attend briefings on this.

Cllr Fredericks said that the Council had also been working with the East of England Local Government Association (EELGA) to review the effectiveness of NNDC's temporary accommodation provision and additional options and avenues were

always being explored.

In partnership with organisations across Norfolk, a private rental sector networking event was taking place on 9th October and this was focussed on the theme of 'No homelessness in Norfolk'. NNDC's Housing Team were attending this event.

In conclusion, Cllr Fredericks said that these were just a few examples of the ongoing work to address this issue of homelessness. She thanked the Task & Finish Group for their valuable input.

The Chairman agreed that there was a constant stream of work ongoing in this area to explore all possibilities and tangible outcomes. Cllr Fredericks thanked all of the officers working in People Services for their continued hard work.

The Chairman invited members to speak:

Cllr A Brown, Portfolio Holder for Planning, referred to recommendation E(4) 'Responds to the Government consultation on changes to the National Planning Policy Framework (NPPF) on the definition of affordability'. He said that the NPPF was constantly being reviewed and updated and since the General Election there had been a further push to change it again and a consultation with local authorities had been rolled out over the summer. The September deadline for responses had been challenging and he thanked officers and Cabinet members for their hard work in preparing a reply on behalf of NNDC. He said that one of the main responses provided was that the definition of affordable housing needed to be completely reviewed and it was the Council's view that affordable housing should be linked to local incomes and the ability to afford mortgages by capping it at three times a joint income.

Cllr J Toye said that regarding the issue of domestic abuse, he wanted to make members aware that he was the Vice-Chairman of the County Council's Police & Crime Panel and together with Cllr Withington, he had made contact with the new Police & Crime Commissioner to start working on this area.

Cllr L Shires thanked everyone involved in the Task & Finish Group's work on this issue. She said that Norfolk County Council (NCC) had £1.8m of funding as a Tier 1 authority to assess the need for accommodation for domestic abuse victims in their area and to use this funding to supply it. She asked for an update on how this funding was being used and whether the District Council had been having discussions with NCC as domestic abuse was now one of the main drivers behind homelessness in North Norfolk. Cllr Fredericks said that no funding had been forthcoming from the County Council to date. She agreed that it was important to start a dialogue with NCC as soon as possible and said that the Council would contact them to ask for an update on how the funding was being spent.

Cllr C Cushing asked Cllr Brown if the Council's response to the NPPF consultation could be shared with members. Cllr Brown said that he believed it was published on the Council's website but if this was not the case, he would certainly share it with members.

Cllr V Holliday asked if there would be a follow up at some point to see if the recommendations were being implemented.

The Chairman said that there was working ongoing regarding homelessness and key outcomes were continually monitored, however, the Overview & Scrutiny Committee may want to review this topic in the coming months. Cllr Fredericks

added that the Housing Strategy Action Plan and this covered the majority of the recommendations and it was good to have the affirmation that the right areas were being focussed on. She said that Overview & Scrutiny Committee was due to consider the Housing Strategy soon and she would incorporate any additional points raised as part of the Task & Finish Group's work at that point. The Chairman said that Cabinet would welcome the Overview & Scrutiny Committee receiving regular updates on this topic. Cllr Holliday said that the Task & Finish Group's work had been undertaken with existing housing policies and strategies in mind and cross-referenced against everything.

The Chairman invited Cllr Dixon to speak to the second recommendation made by the Overview & Scrutiny Committee regarding 'Reporting Progress implementing the Corporate Plan'. Before doing so, Cllr Dixon asked for clarification regarding the Task & Finish Group recommendations and whether they had been accepted. The Chairman replied that he intended to take all of the recommendations together.

Cllr Dixon explained that he was not present at the meeting of 20th September but that the recommendation was self-explanatory.

The Chairman thanked Cllr Dixon and Cllr Holliday for attending Cabinet and presenting the recommendations. He proposed that they were all approved en bloc. Cllr W Fredericks seconded the proposal.

It was **RESOLVED** to approve the following:

1. Homelessness Task & Finish Group (chaired by Cllr Dr V Holliday)

(A) To prevent homelessness

expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include

1. increasing the awareness and risks of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late
2. increasing its communication work which should include Parish and Town Councils and should also provide support to Councillors to enable them to help signpost those people who need housing help
3. increasing the range of interventions to help people especially on benefit support and with financial viability assessments

(B) Managing homelessness

Explores how it uses partner, charity, and voluntary organisations to create a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)

(C) Housing allocation

Considers the viability of a support match scheme to match younger residents who need accommodation into a home with an older resident(s) that needs assistance in a similar way to the scheme in Cornwall [Supportmatch Homeshare - Cornwall Council](#)

(D) Increase housing supply

1. Continues to encourage its Councillors to work within their local communities to

seek to find additional plots of land that can be used for new affordable housing schemes

2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis

3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required

(E) Increase affordable house building/supply

1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms

2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites

3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing

4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability

5. Explores the potential to use Better Society Capital/National Homelessness Property fund 2 funding for 3-to-4-bedroom properties

[National Homelessness Property fund 2 | Better Society Capital](#)

(F) Increase/sustain Private rental tenancies

1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use

2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets

3. Continues to engage proactively with private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers, lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing

(G) Reducing Long Term Empty Homes

1. Continues to have an Empty Homes Officer as a permanent role

2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas

3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need

(H) Sustain social tenancies

1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes

2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years

3. Encourages registered providers to ensure sufficient target hardening is provided

in Domestic Abuse cases

(I) Prevention of/provision for victims of Domestic Abuse

1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors
2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid

(B) Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2023-24 and Action Plan 2024-25 - to end of Quarter 1 - 30 June 2024

That more detailed information be provided within the action plan that would include delivery dates where possible and success criteria to give a greater understanding of the progress being made against each of the RAG targets.

40 SHERINGHAM ENABLING LAND

The Chairman said that he was aware that a member of the public had requested to speak on this item, however, a statement had not been submitted in advance of the meeting, as required by the constitution.

The Monitoring Officer advised that due to exempt information being included as an appendix to the report, she did not feel that it would be appropriate for a public question/statement to proceed without her having had sight of it first.

The Chairman thanked her for the advice and suggested that the meeting moved into private session so that all of the information relating to this item could be considered fully.

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

To pass the following resolution:

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

Once the discussion had concluded, Cabinet reconvened.

It was proposed by Cllr L Shires, Portfolio Holder for Finance, seconded by Cllr T Adams and

RESOLVED:

- To grant a further extension to the legal agreement as outlined in the exempt appendix, and alongside this,
- For Officers to explore demand for the site as outlined in the exempt appendix.

Reason for the decision:

To generate a capital receipt.

41 EXCLUSION OF PRESS AND PUBLIC

42 PRIVATE BUSINESS - SHERINGHAM ENABLING LAND EXEMPT APPENDIX

The meeting ended at 10.40 am.

Chairman

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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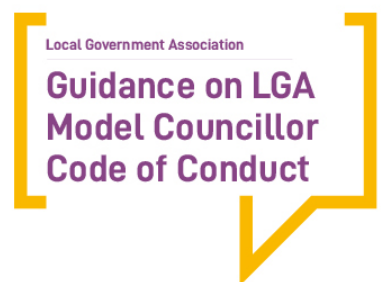
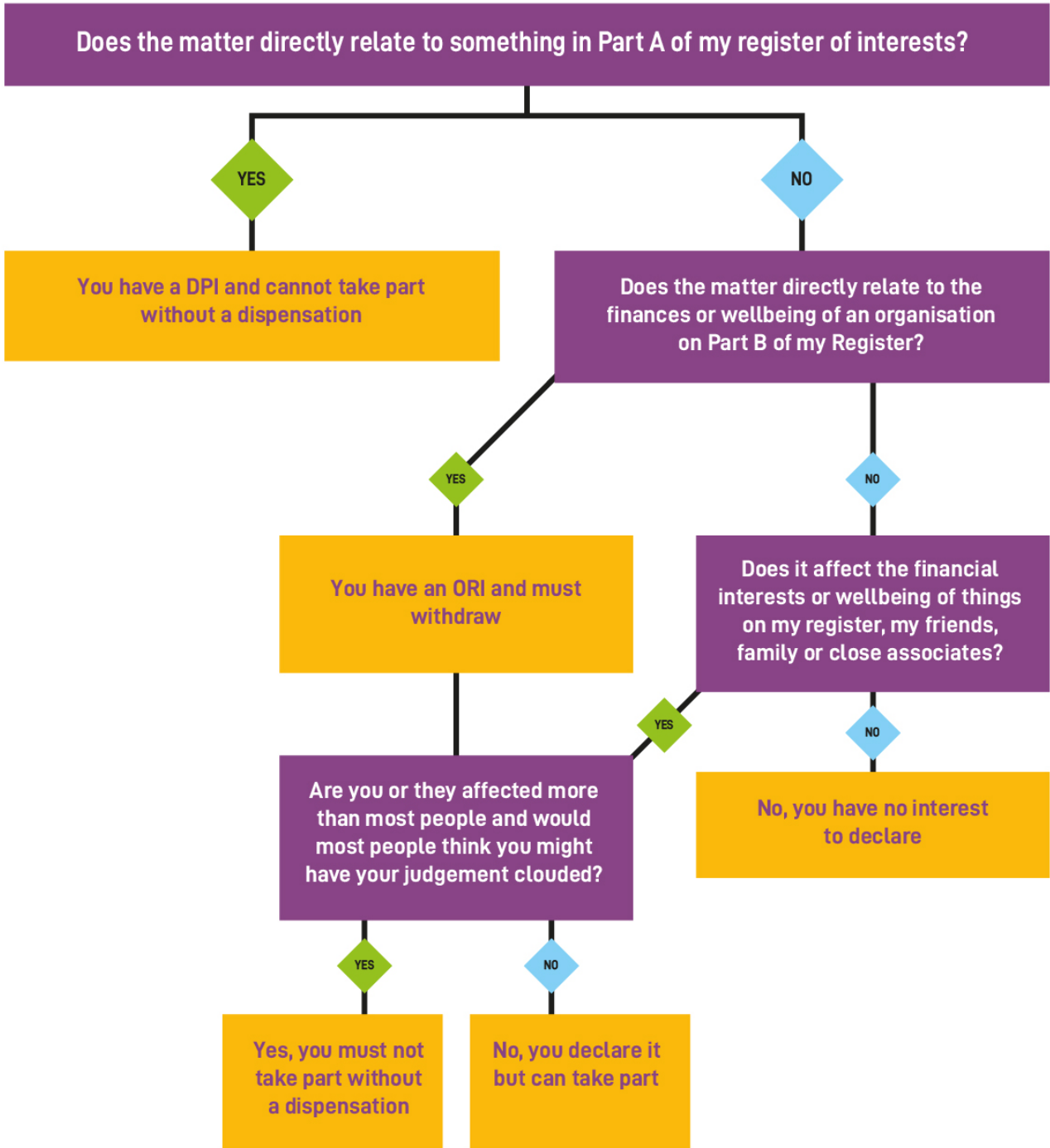
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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)



Car Park Fees & Charges	
Executive Summary	<p>The hourly Car Park charges were last increased in July 2022. The season tickets prices have not been increased since 2016 when there was only a small increase to the charges. Prior to that they had not been increased since 2009. It is now considered that it is an appropriate time to review the charges for all our car parks and ticket types.</p> <p>The Council operates its car parks with 3 different rates which are dependent on where the car park is located. There is the standard rate for the inland car parks (mainly used by our residents), the resort rate for the car parks located in our resorts but not alongside the beaches and the coastal rate for the car parks that are the nearest to the beaches and which are predominantly used by tourists and visitors.</p> <p>The Council also provides the option to purchase season tickets.</p> <p>This report provides details about the current car park fees and charges and surplus and then the options for increases. It recommends an increase for Cabinet to recommend to full Council.</p>
Options considered	<ul style="list-style-type: none"> • Option 1 – Increasing fees across all car park by 10p, 20p or 30p an hour with corresponding increases to 24-hour and 7-day charges • Option 2 – Seasonal charges at coastal car parks during March to October • Option 3 – Re-introducing a flat rate evening charge across all car parks • Option 4 & 5 – Increases to Season Ticket prices • Option 6 – Increases to Coach Parking charges
Consultation(s)	<p>Cabinet Member Section 151 officer</p>
Recommendations	<p>It is recommended that Cabinet recommend the following to full Council:</p> <p>That the following changes to fees and charges are implemented from 1 April 2025</p> <ul style="list-style-type: none"> • Option 1 – that fees across all car parks are increased with the combination as decided at the meeting. • Option 2 – that seasonal charges are introduced for coastal car parks. • Option 3 – that a flat rate evening charge across all car parks is not re-introduced at this time. • Option 4 & 5 – that an increase is introduced to all Season Ticket prices as decided at the meeting. • Option 6 – that Coach Parking charges are increased as decided at the meeting. • Option 7 – that permit holder and 'App' only parking is introduced at Hornbeam Road car park in North Walsham • That car parking charges are reviewed every other

	year with the next review taking place so that any changes are implemented from 1 April 2027.
Reasons for recommendations	Car parking income represents a significant income source to the Council and as such has a substantial contribution to make to the Council's long term financial sustainability.
Background papers	MTFS
Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Tina.stankley@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	The provision of car parking facilities directly supports a wide variety of economic and social activities within the district.
Medium Term Financial Strategy (MTFS)	Income raised from car parking is a significant funding stream for the Council and this will continue to be factored in as such when formulating the MTFS.
Council Policies & Strategies	

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

1. Introduction and Background

- 1.1 This report presents proposed increases in car park fees and charges for 2025/26, which would come into force on 1 April 2025. The fees and charges have not been increased since July 2022 and so the increase would cover inflationary cost increases since then and bring the level of charges in line with the Council's other fees and charges that have been increased annually. The additional income would positively support the Council's financial position by charging users for the service they are using.
- 1.2 The Council's Medium Term Financial Plan shows that based on the assumptions e.g. pay and contract price increases, increases in fees and charges income and grant funding levels included in the 2023-2028 there are forecast deficits of £1.8m, £3.0m and £3.3m for the three years 2025/26, 2026/27 and 2027/28 respectively. The additional income will reduce the level of deficit that has been forecast.
- 1.3 Car park fees and charges were last reviewed in 2021 and subsequently changed in July 2022. Season tickets prices have remained unchanged since

2016 and only saw a small increase at that time on the previous review which was undertaken in 2009.

- 1.4 North Norfolk District Council (NNDC) owns 33 car parks, 30 of which operate a pay and display scheme. The remaining three facilities are a free car park on Hornbeam Road and Midland Road, North Walsham (operated by North Walsham Town Council) and a 'season ticket only' car park at Hall Staithe, Fakenham.
- 1.5 Car parks provide parking for different purposes, based on geographical location, from those supporting use of shops and facilities in the four market towns (North Walsham, Fakenham, Stalham and Holt): those in the resort towns supporting both resident and visitor parking and those in coastal locations predominantly supporting visitor access to beaches etc. There are three charging regimes Standard, Coastal and Resort which reflect these different uses.
- 1.6 At its meeting on 16 October 2024 the Overview and Scrutiny Committee considered the proposals as detailed in the report presented at the meeting and Cabinet is to consider the recommendations made by the Committee, in coming to its conclusion about the recommendations to be made to full Council.

2. Current Charging Regime and Options

- 2.1 The current charging regime, proposed increases and contextual information are detailed in this section.

Pay & Display

Current Charging Regime

- 2.2 Excluding coaches and season tickets/permits, the charges levied between 08.00 and 18.00 all year round in the different car parks are as follows:

Table 1: Current Charging Regime

Tariff	30 minutes	First Hour	First 2 hours	Hourly charge thereafter	24 hours	7 Days
Standard Inland towns)	£0.50	N/A	£1.20	£0.80	£6.00	£24.00
Resort (largely town centre car parks in coastal towns)	£0.60	£1.50	N/A	£1.20	£8.50	£34.00
Coastal (largely long-stay associated with beaches & attractions)	£0.60	£1.80	N/A	£1.80	£8.20	£34.00

Comparisons with other locations

- 2.3 Similar Coastal resorts have the following charges as detailed in the following table:

Table 2: Comparative Fees and Charges

Resort	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	Over 4 hours	Hourly rate	24 hours	Evening Charge	Winter Rates
Hunstanton - Cliff	£2.50	£4.70	£6.70	N/A	N/A	N/A	£10.00	£2.00	All day reduces to £8.90 1 Nov -28 Feb

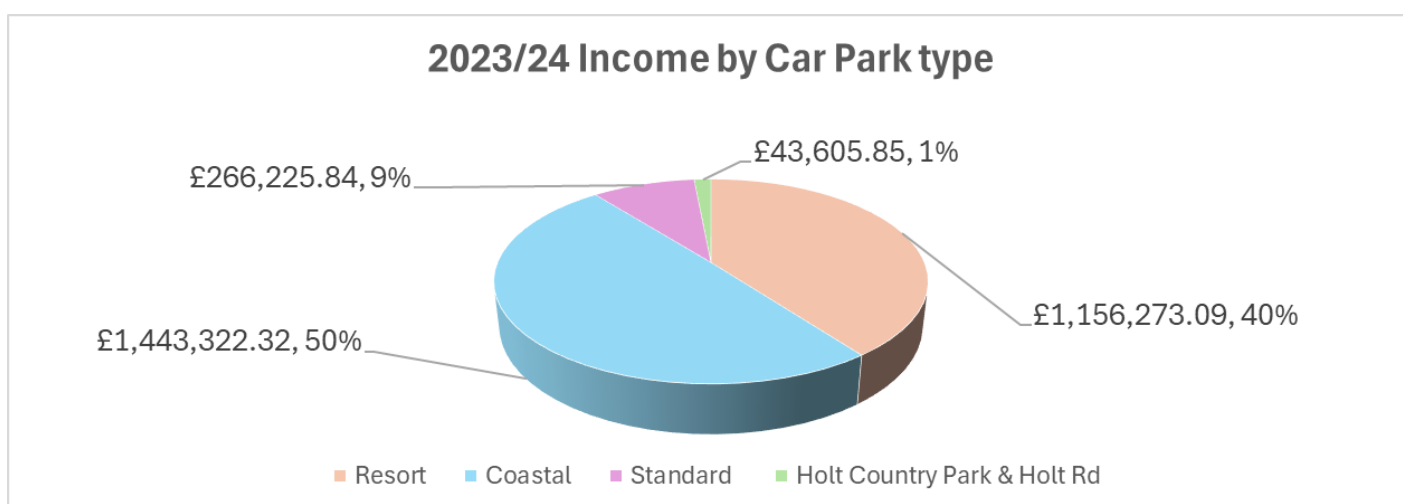
Great Yarmouth seafront short stay	£3.00	£6.00	N/A	N/A	N/A	£3.80/hr after 2 hrs	N/A	£1.50	N/A
Great Yarmouth seafront long stay	N/A	N/A	N/A	£6.90	£10.60	N/A	N/A	N/A	Winter Closed 1 Nov – 31 March
Wells Beach, Holkham beach (Holkham Estates)	N/A	£3.60	N/A	£7.00	£13.50	N/A	N/A	N/A	All year round charge

2.4 In terms of seaside resorts, NNDC charges are generally lower than comparable areas, but the charging regimes vary significantly in each area which will be due to different policies and local circumstances.

2.5 A significant element of the car parking income is generated from the seaside resorts during the peak holiday periods and the 6 weeks of the summer when the district sees a huge influx of holiday makers from outside the area. These visitors get to enjoy our Blue Flag beaches and our parks and open spaces without making any contribution to their upkeep and car park charges are a way of obtaining a contribution towards the provision and upkeep of these services which support the visitor experience. A breakdown of the percentage of income by car park type is contained in the following table:

Percentage Split Of income by Car Park Type			
Car Park Type	2022/23	2023/24	2024/25 to end of July
Resort	40%	40%	35%
Coastal	50%	50%	54%
Standard	8%	9%	9%
Holt Country Park & Holt Rd	2%	1%	3%

2.6 This split is consistent year on year and the pie chart below shows the value of this split for 2023/24 – the last full year’s data we have for car park income.



2.7 This income is very seasonal with 70% of the annual income being derived from the period April to September and this increases to 81% when March and October are added in as these months are getting busier each year. This is shown in the graph at Appendix A.

2.8 The gross income for the last three years has exceeded £3.0m however the costs of running the car parks have been £1.2m, £1.5m and £1.4m for the last three full financial years 2021/22, 2022/23 and 2023/24 respectively resulting in net income levels of £1.9m, £1.6m and £2.1m for the three years. These are shown in more detail in the table below:

Line No.	Account Name	2021/22	2022/23	2023/24	2024/25 (up to July)
1	Income	(£3,064,913)	(£3,098,256)	(£3,462,828)	(£918,589)
2	Premises	£580,986	£779,875	£699,943	£473,958
3	Supplies & Services	£346,733	£420,540	£387,824	£7,028
4	Support Services	£170,712	£188,904	£203,508	£66,980
5	Capital Financing Costs	£58,716	£75,816	£75,792	£18,608
6	Net Income	(£1,907,766)	(£1,633,121)	(£2,095,761)	(£352,014)
7	Total Budget for carpark service	(£1,588,425)	(£1,584,289)	(£1,758,224)	(£597,043)
8	Variance (Favourable/Adverse)	(£319,341)	(£48,832)	(£337,537)	£245,029
9	Variance % (Favourable/Adverse)	20%	3%	19%	-41%

2.9 The car parks generate a significant level of income for the Council and consistently exceed the budget. Whilst income can be broken down into granular detail e.g. by month, by car park and by charge type, this level of detail is not currently held for expenditure as the car parks are viewed as a whole service. There will be some cross subsidisation across the car parks and repairs and maintenance are carried out on car parks as they are needed and is not necessarily distributed evenly over the car parks. If costs were broken down and identified for specific car parks there would be some car parks that may not produce a surplus, but these car parks meet a need and in all likelihood would not lead to a decision to close an individual car park. Such a decision is rarely taken and would generally only be considered if it could be demonstrated that a different use would provide better value for money for that asset.

Options for Increases

2.10 In the period between when the pay and display charges were last increased (July 2022) to April 2025 (next proposed increase) the rate of inflation will be 11.3% which assumes a target rate of 2% at March 2025 per national forecasts. It is proposed that car park charges are reviewed every other year as this involves a lot of work and it costs around £20,000 pounds to implement an increase. Therefore the increase should factor in inflation for the two forthcoming years so that the charges cover the increases in costs for both years. A 10p per hour increase would not cover the cost of inflation since the last increase.

2.11 The following options for increasing fees and charges are presented for consideration with the accompanying potential impact on income.

Option 1 – Increasing fees across all car park by 10p, 20p or 30p an hour (and 40p per an hour for coastal car parks) with corresponding increases to 24-hour and 7-day charges

Option 2 – Seasonal charges at coastal car parks during March to October

Option 3 – Re-introducing a flat rate evening charge across all car parks

Options 4 & 5 – Increase charges for season tickets.

Option 6 – Increase charges for coach parking.

Option 7 – Introduce car parking charges at other car parks

Option 1 – increasing fees across all car parks

2.12 The following tables show the impact of increases under this option.

Standard Tariff Charges				
Duration	Current charge	10p increase per hour (£1.30 for first hour, then £0.90/hr)	20p increase per hour (£1.40 for first hour, then £1.00/hr)	30p increase per hour (£1.50 for first hour, then £1.10 /hr)
30 minutes	£0.50	£0.60	£0.60	£0.60
Up to 2 hours	£1.20	£1.30	£1.40	£1.50
Up to 3 hours	£2.00	£2.20	£2.40	£2.60
Up to 4 hours	£2.80	£3.10	£3.40	£3.70
Up to 5 hours	£3.60	£4.00	£4.40	£4.80
Up to 6 hours	£4.40	£4.90	£5.40	£5.90
Up to 7 hours	£5.20	£5.80	£6.40	£7.00
24 hours	£6.00	£6.50	£7.00	£8.10
7 days	£24.00	£26.00	£28.00	£32.00

Resort Tariff Charges – Increase per hour					
Duration	Current charge	10p/hr (1st hour - £1.60, then £1.30/hr)	20p/hr (1st hour - £1.70, then £1.40/hr)	30p/hr (1st hour - £1.80, then £1.50/hr)	40p/hr (1st hour - £1.90, then £1.60/hr)
30 minutes	£0.60	£1.00	£1.00	£1.00	£1.00
Up to 1 hour	£1.50	£1.60	£1.70	£1.80	£1.90
Up to 2 hours	£2.70	£2.90	£3.10	£3.30	£3.50
Up to 3 hours	£3.90	£4.20	£4.50	£4.80	£5.10
Up to 4 hours	£5.10	£5.50	£5.90	£6.30	£6.70
Up to 5 hours	£6.30	£6.80	£7.30	£7.80	£8.30
Up to 6 hours	£7.50	£8.10	£8.70	£9.30	£9.90
24 hours	£8.50	£9.00	£9.50	£10.80	£11.50
7 days	£34.00	£36.00	£38.00	£42.00	£46.80

Coastal Tariff Charges					
Duration	Current charge	10p increase per hour (£1.90/hr)	20p increase per hour (£2.00/hr)	30p increase per hour (£2.10/hr)	40p increase per hour (£2.10/hr)
30 minutes	£0.60	£1.00	£1.00	£1.00	£1.00

Up to 1 hour	£1.80	£1.90	£2.00	£2.10	£2.20
Up to 2 hours	£3.60	£3.80	£4.00	£4.20	£4.40
Up to 3 hours	£5.40	£5.70	£6.00	£6.30	£6.60
Up to 4 hours	£7.20	£7.60	£8.00	£8.40	£8.80
24 hours	£8.50	£10.00	£10.50	£11.00	£11.50
7 days	£34.00	£40.00	£42.00	£44.00	£46.00

- 2.13 The 30-minute charge for resort and coastal car parks has increased to £1.00 to achieve a better fee differential to the 1-hour charge as currently the 30-minute charge will purchase 1.5 hours in a resort car park including a 30p overpayment and 1.5 hours in a coastal car park if purchased 30 minutes at a time.
- 2.14 The 24 hour and 7-day ticket prices in coastal car parks are to be increased at a higher rate than those in the standard tariff to reflect the differential hourly charges between the tariffs. The increased charges for these tickets across all car parks still maintain the current discount of 7 days for the price of 4 (rounded to the nearest pound) based on the charge for a 24-hour ticket.
- 2.15 For Standard Car Parks there are options for increasing the hourly rate by 10p, 20p or 30p per hour. Using the transactions data (number of visits was 46,100) for 2023/24 then the impact on income of the changes proposed are shown below.

Option	£
Option 1 – 10p	32,700
Option 1 – 20p	58,900
Option 1 – 30p	87,500

- 2.16 For Resort Car Parks there are options for increasing the hourly rate by 10p, 20p, 30p or 40p per hour. Using the transactions data (number of visits was 272,300) for 2023/24 then the impact on income of the changes proposed are shown below.

Option	£
Option 1 – 10p	110,400
Option 1 – 20p	212,800
Option 1 – 30p	327,600
Option 1 – 40p	436,300

- 2.17 For Coastal Car Parks there are options for increasing the hourly rate by 10p, 20p, 30p or 40p per hour. Using the transactions data (number of visits was 222,800) for 2023/24 then the impact on income of the changes proposed are shown below.

Option	£
Option 1 – 10p	103,400
Option 1 – 20p	165,300
Option 1 – 30p	227,700

Option 1 – 40p	289,800
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2.18 There are several permutations for increases. The figures in the above tables are indicative of the level of additional income that could be achieved by applying increases across all car parks. A mix and match approach could be adopted whereby varying increases could be applied to each tariff. For instance, an increase of 10p per hour in standard tariff car parks, plus an increase of 20p per hour in resort tariff car parks and an increase of 30p per hour in coastal tariff car parks would generate additional income as shown in the table below.

Proposed Increase Combination	£
Standard Car Park – 10p	32,700
Resort Car Park – 20p	212,800
Coastal Car Park – 30p	227,700
Total	473,200

2.19 A 10p increase does not fully cover the inflation rise of 11.3% between the last review and the proposed the new charges in April 2025 resulting from that level of increase or the 8% at which other fees and charges were increased for April 2024. The percentage increase ranges from 5.56% on the hourly rate at a coastal car park to 12.5% on the £0.80 per additional hour rate a at standard tariff car park.

2.20 The 20p increase covers the inflation rise of 11.3% between the last review and the proposed new charges in April 2025 plus it also allows for inflationary increases in costs if car park charges are only reviewed every 2 years. This also seems a reasonable increase when considering that the users of the car parks have not seen an increase for over 2 years and that it will be nearly 3 years by the time the new charges come into force. A 20p increase would still provide good value and remains generally lower than those at comparative locations.

2.21 It is important to note that, as with any financial forecasting, these figures are indicative and can be impacted by a range of factors. The forecasts are based on the number of users for 2023/24 but there could be some reduction in the number of users, but this is difficult to predict. The biggest unknown factor is obviously the weather. A bad summer weather wise could impact negatively both in terms of visitor numbers and length of stay during a period which generates a very significant contribution to the annual income. Conversely a prolonged spell of good weather would have a beneficial impact.

Option 2 – Seasonal Charges at Coastal Car Parks

2.22 As previously mentioned in the report car park income is seasonal in nature and this is greater in Coastal car parks which achieve over 75% of the annual income in the period April to September, rising to 88% between March and October. Appendix A shows this in graphical format.

2.23 This is a variant on Option 1 and would introduce seasonal charges across this type of car park, increasing charges for the period March to October and having lower fees during the months of November to February. This would provide a benefit to residents who live within the district all year round whilst still generating additional income form the significant influx of tourists and visitors during the peak season. This could be introduced in combination with the proposal outlined in Option 1.

- 2.24 If a 30p per hour increase on current Coastal car park charges for the period 1 March and 31 October was introduced along with the rate for Standard car park charge including a 20p increase on the current rate between 1 November and 28/29 February then the additional income would be £72,700 assuming a similar level of users as in 2023/24 (i.e. 181,900 users between 1 March and 31 October and 40,900 between 1 November and 29 February).
- 2.25 A possible disadvantage of introducing seasonal charges is the complexity in terms of parking machine software configuration and updating which can be resolved as seasonal charges are in operation elsewhere. A further tier of charging might lead to confusion for customers; however such charging is becoming more prevalent and widespread with tourists and visitors more used to seasonal charges.

Option 3 – Re-introducing evening charges

- 2.26 The Council has in the past trialled a £1 evening charge for parking after 6pm which generated an annual income of approximately £90,000. This was removed from all car parks in November 2014. A further option for consideration is to reintroduce a nominal evening charge of £1 or £2 across all car parks. It is anticipated that if a £1 charge was introduced then this is anticipated to generate income of £100,000 per annum.
- 2.27 A further option for consideration is to reintroduce a nominal evening charge of £1 or £2 for the coastal car parks during the summer months. As the district continues to attract significant numbers of visitors it is anticipated that a £1 charge could generate income of around £50,000, although a more prudent might be 80% of this when setting a budget. There would be additional costs of enforcement if an evening charge was introduced. Whilst this has not be costed this would reduce the net income from this charge.
- 2.28 An introduction of an evening charge in the resort and standard car parks is likely to have a detrimental effect on the evening economy within our towns. Therefore a re-introduction for evening charges at these car parks needs to be given careful consideration. However by not introducing an evening charge in these car parks it will probably reduce the potential to generate additional income in the coastal car parks as users will be inclined to migrate to the resort car parks.

Options 4 & 5 - Increase in Charges for Season Tickets

Current Charging Regime

- 2.29 The current charges are in the following table.

		2024/25 Charge	Charge/ Day	Charge/ Hour
3 Months	- 3 hour stay max.	£16.00	£0.17	£0.06
	- 24 hour stay max.	£66.00	£0.72	£0.07
6 Months	- 3 hour stay max.	£31.00	£0.17	£0.06
	- 24 hour stay max.	£122.00	£0.67	£0.07
12 Months	- 3 hour stay max.	£56.00	£0.15	£0.05
	- 24 hour stay max.	£204.00	£0.56	£0.06

- 2.30 The season ticket prices have had only very small increases in price. In 2016 there was £4 increase to the £200 charge which had been in place since 2009. At £204 for 12 month 24-hour ticket is exceptional value to residents as this represents a cost of just £0.56 per day to park when compared to the 24 hours charge of £6.50 in a standard tariff car park and £8.50 in resort and coastal car parks.
- 2.31 As these charges have not increased meaningfully in 15 years and the last small increase having been approved 8 years ago the charge is now not only considerably behind other local charges but also out of step with charges on individual car parks and the 3 months 3-hour stay at £16.00 barely covers the cost of issuing the ticket.

2.32 The table below shows what other nearby local authorities are charging for 'season' tickets. Whilst not directly comparable to NNDC's charging regime it does demonstrate that our charges are very low.

Location	Charges
Great Yarmouth	Weekly - £40.30 3 Day (72 Hrs) - £17.50 Monthly - £72.00
Kings Lynn	Monthly - £44.00 Annual Long Term Stay - £484.00 Annual Short Term Stay - £968.00
Lowestoft	Annual Long Stay - £350.00 1 Month = £65.00

2.33 The table below shows the amount of income received from season tickets over the last 5 years and what we have received to date for 2024/25.

Season Ticket Sales (Long/Short Stay)						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 (July)
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Long Stay	£88	£78	£102	£105	£95	£37
Short Stay	£175	£152	£188	£207	£211	£84
Total	£263	£230	£290	£312	£306	£121
% - Long Stay	34%	34%	35%	34%	31%	31%
% - Short Stay	66%	66%	65%	66%	69%	69%

Options for Increases

2.34 There are two proposed options which are detailed below. Option 4 is an increase that has just applied the CPI rate of inflation since 2016 i.e. 33% to bring the prices up to today's prices. Then Option 5 is an increase of 50% which covers the inflation since 2016 but also factors in an increase that will start to bring this up to a more realistic level.

Increase that covers just the inflationary increase since 2016

		2024/25 Charge	Charge/ Day	Charge/ Hour	Increase	2025/26 Charge Option 4	Charge/ Day	Charge/ Hour
3 Months	- 3 hour stay max.	£16.00	£0.17	£0.06	£5.50	£21.50	£0.24	£0.08
	- 24 hour stay max.	£66.00	£0.72	£0.07	£22.50	£88.50	£0.97	£0.10
6 Months	- 3 hour stay max.	£31.00	£0.17	£0.06	£10.50	£41.50	£0.23	£0.08
	- 24 hour stay max.	£122.00	£0.67	£0.07	£43.50	£165.50	£0.91	£0.09
12 Months	- 3 hour stay max.	£56.00	£0.15	£0.05	£19.50	£75.50	£0.21	£0.07
	- 24 hour stay max.	£204.00	£0.56	£0.06	£71.00	£275.00	£0.75	£0.08

Increase that covers the inflationary increase since 2016 plus an increase to start to bring these up to a more realistic level.

		2024/25 Charge	Charge/ Day	Charge/ Hour	Increase	2025/26 Charge Option 5	Charge/ Day	Charge/ Hour
3 Months	- 3 hour stay max.	£16.00	£0.17	£0.06	£9.00	£25.00	£0.27	£0.09
	- 24 hour stay max.	£66.00	£0.72	£0.07	£34.00	£100.00	£1.10	£0.11
6 Months	- 3 hour stay max.	£31.00	£0.17	£0.06	£16.00	£47.00	£0.26	£0.09
	- 24 hour stay max.	£122.00	£0.67	£0.07	£61.00	£183.00	£1.00	£0.10
12 Months	- 3 hour stay max.	£56.00	£0.15	£0.05	£28.00	£84.00	£0.23	£0.08
	- 24 hour stay max.	£204.00	£0.56	£0.06	£102.00	£306.00	£0.84	£0.08

2.35 The table below provides an indication of the levels of income that could be generated from increasing charges for season tickets.

		Sales	Increase Option 4	Additional Income Option 4	Increase Option 5	Additional Income Option 5
3 Months	- 3 hour stay max.	570	£5.50	£3,135	£9.00	£5,130
	- 24 hour stay max.	421	£22.50	£9,473	£34.00	£14,314
6 Months	- 3 hour stay max.	576	£10.50	£6,048	£16.00	£9,216
	- 24 hour stay max.	157	£43.50	£6,830	£61.00	£9,577
12 Months	- 3 hour stay max.	4,043	£19.50	£78,839	£28.00	£113,204
	- 24 hour stay max.	571	£71.00	£40,541	£102.00	£58,242
TOTAL		6,338		£144,865		£209,683

2.36 The proposals are for a realistic increase considering these charges have not changed for several years. Season ticket holders have been parking for very little cost and have benefited for many years. Therefore it seems fair to increase the charges so that season ticket holders are contributing more to the upkeep of the car parks. Both options still represent exceptional value and there is probably scope to increase beyond the proposed levels over the coming years, especially considering prices at other locations.

2.37 A further option is to introduce a one-month ticket as this is provided elsewhere and seems common practice. However elsewhere the charges are substantially higher than the Council currently charges and so there is a need to carefully consider what would be an acceptable charge to both still achieve an acceptable level of income but have a differential price to the 3-month tickets. It is quite difficult to achieve this with the season ticket prices already being relatively low. Therefore it is recommended that this is not introduced until the charge for the 3-month ticket has increased to a more realistic level.

2.38 The forecast additional income assumes no changes in the number of season tickets purchased, however it is recognised that there may be a reduction in the numbers of season tickets purchased. However this may lead to increases in other pay and display charges.

Option 6 - Coach Parking Fees

2.39 The current fee regime for Coaches is contained in the table below.

Current Charges for Coach Parking

Duration	Charge
4 Hours	£6.00
24 Hours	£12.00

2.40 Charges for Coach Parking is outstanding value. This is evident when compared to the hourly charges for cars, these being £1.50 in a resort car parks and £1.80 in a coastal car park when the equivalent hourly rate for a coach is £1.50 and the fact that coaches take up around the same area required for 4 cars and can typically carry 50 passengers.

2.41 The current fee is lower than that charged in Great Yarmouth, which is £7.50 for 3 hours (equivalent hourly rate of £2.50), £13.00 all day and £66.00 for a weekly ticket.

2.42 The proposal is to increase the charges as follows:

Proposed Increases for Coach Parking:

Duration	Charge	Charge
4 Hours	£10.00	£12.00
24 Hours	£20.00	£24.00
Weekly ticket (7 days) – new charge	£80.00	£96.00

2.43 The proposed charge increases the equivalent hourly charge for a 4-hour ticket to either £2.50 or £3.00, which is still considerably lower than our coastal and resort rates for parking a car. The 24-hour ticket cost of either £20.00 or £24.00 still represents the good value as it equates to just either £5.00 or £6.00 per car park space (compared to £8.50 for a 24 hour car park ticket) or either £0.40 or £0.48 per passenger if there are 50 passengers on the coach. A weekly ticket could be introduced on the same basis as for cars i.e. 7 days for the price of 4 days which is obviously exceptional value.

Option 7 – Introduce car parking charges at other car parks

2.44 The Council could introduce car parking charges at the car parks that it currently does not charge for across the district. The most notable one for consideration is the Hornbeam Road car park in North Walsham which is currently free. This is the car park that probably users who currently catch a train in North Walsham would use. If a pay and display machine was introduced here it would be a significant cost and enforcement would be required. To reduce the costs the car park could be made one that is available to only permit holders. It is thought that this car park is the one that commuters use and so this form of charge would work well for these users.

2.45 Users might migrate to using the Victory Pool car park, but a charge could be introduced here to stop this, and the charge could give users free use for up to a maximum of 2 hours. However again this would again incur cost of installing a pay and display and would need to be enforced.

2.46 A charge could also be introduced at the Reef leisure centre, however as there are other options to park nearer to the town centre it would probably not be worth the additional cost of introducing a charge here as most of the users

would continue to be users of the Reef itself for which there would need to be free usage for up to 2 hours again.

3 Car Park Order

- 3.1 Any change to the charging regime will have to be formalize through the agreement of a new Car Park Order, the statutory consultation process which takes 3 months.
- 3.2 If no significant objections are received the Order could be agreed under delegated powers.
- 3.3 The cost of implementing the changes to the current charges would be in the region of £20k, this would cover signage overlays, car park leaflets and reprogramming of the pay & display machines.
- 3.4

4 Corporate Priorities

- 4.1 The provision of car parking facilities directly supports a wide variety of economic and social activities within the district.
- 4.2 The income from off-street parking is a significant contributor to the finances of the Council.

5 Financial and Resource Implications

- 5.1 The costs and income relating to car parks form a significant part of the Councils budgets and it is important that charging levels are set correctly so that all direct and indirect costs of providing the car parks are recovered.
- 5.2 The income raised from car parking charges is a significant funding stream and this will continue to be factored in as such when formulating the MTFS. The income offsets the costs of providing and maintaining car parks in the district.
- 5.3 Significant external factors can affect the usage of car parks and therefore the income received.

6 Legal Implications

The legal team will be supporting the Car Park Order process to ensure that the Council complies with the consultation requirements.

7 Risks

- 7.1 The detail within section 2 of the report highlights the risks associated with increasing charges.

8 Net Zero Target

None as a direct consequence of this report

9 Equality and Diversity

None as a direct consequence of this report

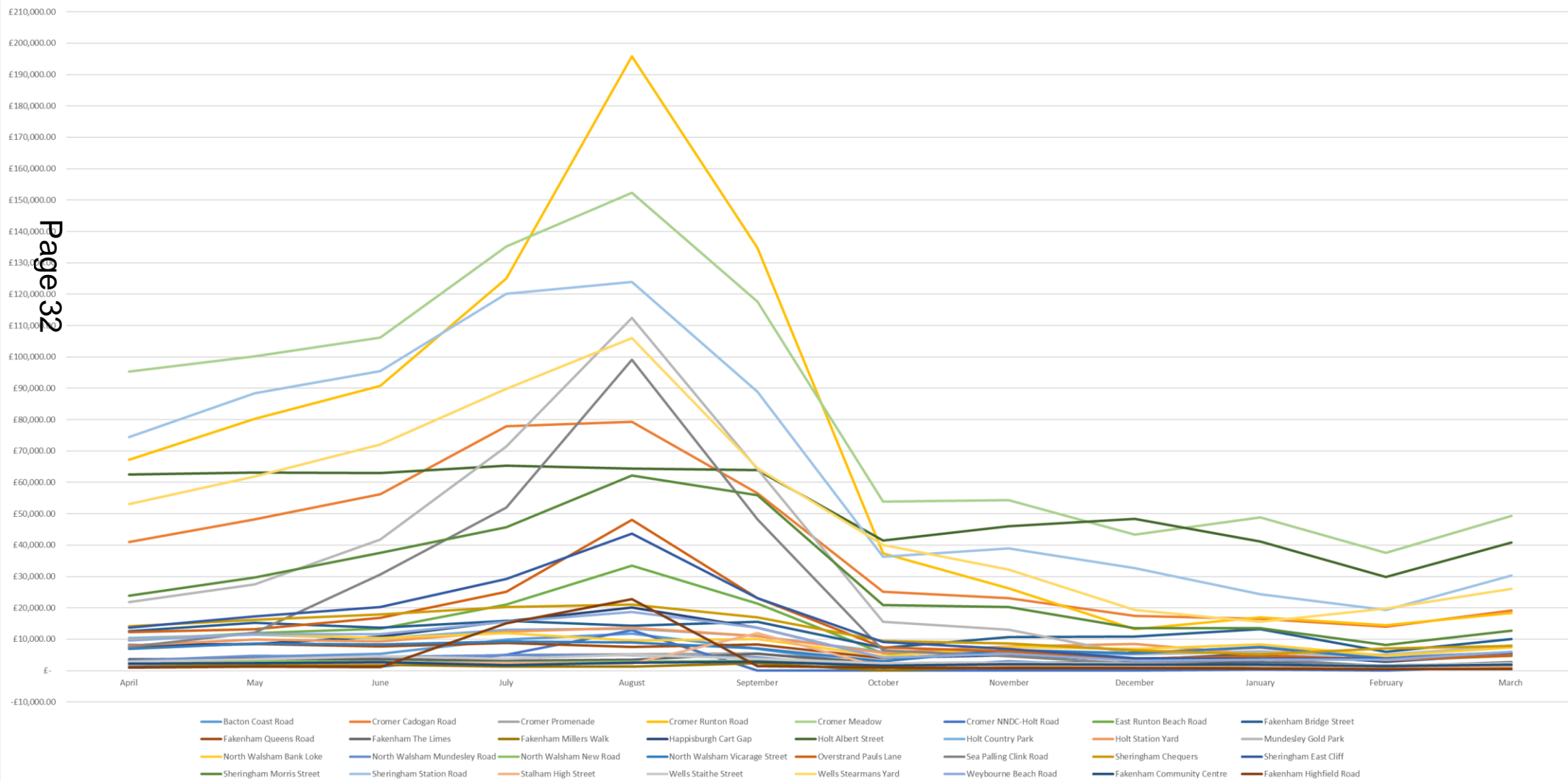
10 Community Safety Issues

None as a direct consequence of this report

11 Conclusion and Recommendations

- 11.1 As one of the largest external income sources car parking charges have a significant contribution to the Council's sustainability and MTFS. The pay and display charges have not been increased since July 2022. The season tickets prices have not been increased since 2016 (and not since 2009 before that).
- 11.2 There are multiple variations on the possible range of pricing options for the pay and display charges and there are also other options to consider, and these are to introduce seasonal charges for the coastal car parks, introduce evening charges for car parks, increase charges for coach parking, increase charges for season tickets and introduce car parking charges at Hornbeam Road car park to be paid via a season ticket purchase or via an 'App' purchase.
- 11.3 It is recommended that Cabinet recommend to full Council the combination of price increases that they would wish to introduce.
- 11.4 It is also recommended that car park fees and charges should be reviewed every other year as the costs to introduce a change is approximately £20,000 and the prices can be increased to factor in the two year price increase regime.
- 11.5 This increased income if approved could generate additional income in the region of £0.5m-£0.6m per annum.

Total Income By Month - Line Graph Trend 2022/2023, 2023/2024, 2024/2025



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Annual Review of Beach Huts and Chalets	
Executive Summary	<p>This report provides an annual review of the Beach Huts and Chalets service, for a 12-month period between 2023/24 and 24024/25.</p> <p>Leased sites, which continue to have high demand, have seen an increase in income due to the 350 lease renewals undertaken during the year.</p> <p>It continues, to be a challenging period for weekly let bookings during summer peak periods. In recent years occupancy has increase, however this year has seen a small fall in occupancy. Whilst advertising has been undertaken, the lack of bookings may be due to current economic situation (cost of living crisis) impacting on discretionary spend across a wide range of sectors, poor weather conditions and coastal works.</p> <p>A new customer feedback exercise, this year, has found a high level of weekly let customers are repeat customers and in the main, their feedback is very positive and helpful.</p> <p>In order to optimise the service, 7 key options ranging from a change of marketing and administration alongside various alternative management strategies have been considered and presented in this report.</p>
Options considered	<p>The following options have been considered:</p> <ul style="list-style-type: none"> • Convert existing weekly lets to leased units • Subscribing to a national beach hut letting website and booking system • Subscribing to an international holiday accommodation booking system • Converting weekly lets to leased sites • Lease all weekly lets on a commercial basis • Lease of both weekly lets and leased units commercially • Sell beach huts and chalets on a long leasehold with annual ground rent. • Operating through a trading company
Consultation(s)	None
Recommendations	<p>It is recommended:</p> <ul style="list-style-type: none"> • To consider the annual review and, • For the Asset Strategy Manager to be delegated authority to proceed with the alternative management Option E - Lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities, subject to viable bids being received.

Reasons for recommendations	Considered to be the most optimal of all options available, with less disruption to existing tenants, creates the most savings, generates a consistent rental income and improves capacity issues with existing resources.
Background papers	Beach Hut and Chalet Review 2018

Wards affected	Cromer, Mundesley, Overstrand, Sheringham
Cabinet member(s)	Cllr Lucy Shires. Portfolio Holder for Finance, Estates & Property Services
Contact Officer	Renata Garfoot, Asset Strategy Manager tel: 01263 516086. Email. Renata.Garfoot@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	A Strong, Responsible, & Accountable Council
Medium Term Financial Strategy (MTFS)	Income generation from rental income and rent reviews.
Council Policies & Strategies	Asset Management Plan 2018 -2022

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

1. Purpose of the report

- 1.1 The purpose of the report is to provide an update on the previous period following the Beach Hut and Chalet Review 2018 and to respond to specific questions raised by the Overview and Scrutiny meeting

2. Introduction & Background

- 2.1 In 2018 an Overview and Scrutiny Task and Finish Group was set up in order to review the Council's beach hut and chalet service. Since the review, annual update reports have been presented to Overview & Scrutiny.

3. Booking Performance – Weekly lets

- 3.1 The Council has a total of 17 beach huts (7-Mundesley, 7-Sheringham, 3-Cromer) and 16 chalets as weekly lets (12-Cromer, and 4-Sheringham), which is an increase of 3 from the previous year. 33 weekly lets in total.

- 3.2 Over the period of monitoring from 2017 the rate has seen an increase year on year to 52% for the 2023 period. Booking performance has seen a fall during 2024 to 47.5% as shown below.

3.3

	01.01.24- 15.08.24			
	2024			
Month	Number of bookings	Number of bookings available (stock)	% booked	Comments
January	24	25	96%	Block booking
February	24	25	96%	Block booking
March	24	25	96%	Block booking
April	24	25	96%	Block booking
	1	28	4%	Mundesley only
May	24	25	96%	Block booking
	5	28	18%	Mundesley only
June	21	159	13%	All
July	46	127	36%	All
August	71	160	44%	All
September	42	100	42%	All
October	25	25	100%	Winter/Spring Block Booking
November	25	25	100%	Winter/Spring Block Booking
December	25	25	100%	Winter/Spring Block Booking
Total	381	802	47.5%	

3.4 The summer months continue to have lower rates of bookings which again could be due to a number of factors:

- Wet and cold weather conditions
- Continued economic impact on discretionary spend
- Whilst the weekly hire fee didn't increase for 2024/25 during summer months, the fees may still be beyond what the market are willing to pay
- Coastal works in relation to Cromer and Mundesley

3.5 The block booking option available over the winter/spring months, continues to be popular. A shorter 6-week period at Mundesley has been introduced this year for the autumn period, before the huts are removed for storage.

4. Waiting Lists for 5-year leases

4.1 Over the previous period there continues to be strong demand for 5-year leases of beach hut plots and chalets, as demonstrated by the current waiting lists. The waiting lists have grown since the review was undertaken in 2018 with a total of 525 at that time which has increased from 895 at the last review to 902 for this period.

4.2 Beach hut plots at Sheringham East continues to have the largest number of people on the waiting list.

4.3 The waiting list fee increased in 2023 to £50, per list, which was not increased for the 2024/25 period.

4.4 With the 2024 lease renewal process it has seen some applicants withdraw or be removed from the list, as they are no longer wanting a lease or have not been contactable. This has caused the overall growth of the waiting list this period to be nominal and in some resorts the waiting list has fallen.

4.5 The waiting list summary is as follows:

Location	Type	Entries as at 05.09.23	2024 New Entries (to 15.08.24)	Total on list	Oldest Entry
Cromer East	Chalet	126	13	135	27.08.14
Cromer West	Chalet	67	13	80	30.05.17
Sheringham	Chalet	121	7	127	24.03.14
Overstrand	Beach Hut Plot	66	1	56	27.06.18
Cromer East	Beach Hut Plot	100	9	83	18.10.16
Cromer West	Beach Hut Plot	46	5	49	02.05.18
Sheringham East	Beach Hut Plot	174	9	174	21.10.14
Sheringham West	Beach Hut Plot	129	8	136	20.06.16
Mundesley	Beach Hut Plot	66	3	62	27.03.15
TOTAL		895	68	902	

5. Turnover of 5-year leases

- 5.1 At the time of writing the report there have been 26 tenants who have given notice that they wish to relinquish their lease at the end of the term (31.03.24). See below.

Location	Number
Mundesley	7
Cromer	8
Sheringham	4
Overstrand	7
TOTAL	26

- 5.2 Currently the turnover of leases is not of concern due to the continued high number of people on the waiting list.

- 5.3 In response to questions, **The possibility of conversion from weekly to five-year leases and not having Council huts and instead having them as private leases**

- 5.4 The income on Weekly lets for 2024/25 at the time of writing the report was estimated at £42,325, with the average rate per unit at £1,283. The income anticipated if all the weekly lets became leased units would be £25,280 with average of £766 per unit.

- 5.5 If this option was taken forward it is not expected that any salary savings would be made as existing staff would be required to manage the additional leased units and respond to other promenade/leisure management. There would be business rate savings of approx. £10,000 as this would pass to the tenant and no advertising budget needed. Other costs would still be payable by the Council, such as insurance, repairs maintenance, beach hut removal which is either recharged to the tenant or deducted from the income. Council recharges would also remain and with this option there would be less income to fund expenditure.

- 5.6 Whilst this option would reduce the number of people on the waiting list, the period of time a person would need to wait would not see a material change.

Weekly income annual estimate 24/25	Conversion to Leased units annual estimate	Loss of income	Savings Generated	Overall effect
£42,325	£25,280.00	- £17,045.00	£11,715	-£5,330.00

- 5.7 The Council could seek to reduce the number of weekly lets focusing on those that are the most popular and convert the least popular into leased sites. Further analysis would be required to establish the financial impact.

- 5.8 If this option was to proceed, officers would start prior to 1st March 2025 when the booking opens for the new season and start new leases once the winter booking period has expired.

6. Alternative management options

- 6.1 In the previous report, there was a proposal to consider widening tenants use of their beach hut/chalet in the lease with a higher rent. Currently the lease does not allow tenants to charge a fee for independently hiring the beach hut/chalet. The tenant cannot include the hut/chalet as a benefit within the letting of another property or accommodation. The Council could agree to change the lease to allow a tenant to use them as part of their holiday accommodation as a more commercial arrangement.
- 6.2 As part of this review, officers have considered a number of alternative management options and details of these can be found in the appendix. These comprise:
- A. Subscribe to a national beach hut letting website/booking systems
 - B. Subscribing to an international holiday accommodation booking system which has other similar beach huts available for hire.
 - C. Convert all or some weekly lets to leased sites.
 - D. Lease all weekly lets commercially, allowing the tenant to hire their unit.
 - E. Lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities
 - F. Sell the Council's physical assets (3 huts at Cromer and all 93 Chalets) on long lease with annual ground rent.
 - G. Establish a trading company and transfer all weekly lets and leased assets to it.

A. Subscribe to a national beach hut letting website/booking systems

- 6.3 There are a couple of beach hut specific letting websites, that advertise the facilities to hire across the country. As the Council's booking system is unsupported and is not fit for purpose the Council could utilise a letting website as an alternative system.
- 6.4 Costs - The fee for using the website is a % of booking income and when using the 23/24 income as an example, the cost would have been £4,500 - £5,000. The current advertising budget would need to be increased by £3,000 to cover potential fees. That would require approximately an additional 14 peak week bookings to just cover that cost. All other property costs would remain the same.
- 6.5 Savings - There would be no real savings generated as the same level of budget would be required to manage the service, however there would be less internal IT support required.
- 6.6 Income - It is difficult to predict if a beach hut specific website would generate more bookings. Whilst they may reach more potential customers through their website, factors as the weather and economic climate will still negatively affect bookings. It could be trialled for 12-24 months to test how successful or not it might be.

- 6.7 Key benefits - would be to resolve current booking system issues, be on a higher-ranking specific booking website, basic booking queries are dealt with by the company.
- 6.8 Disadvantages - no budget is saved (it would cost a further £3,000) and it doesn't resolve change over challenges that arise from lack of resources and that would add further pressure with offering short term or short notice bookings.
- 6.9 An alternative option to this would be to have a "White Label" bookings system. This is taking the new booking software and linking to the Councils website again removing the need for the current unsupported booking system. Whilst it might be marginally cheaper to take forward, the Council would lose the benefit of wider exposure to more potential customers and therefore this is not recommended.

B. Subscribing to an international holiday accommodation booking system which has other similar beach huts available for hire.

- 6.10 Holiday accommodation websites such as Airbnb have a few beach huts available to book for non over night stays. The Council could close down its current booking system and use Airbnb for example as an alternative booking system.
- 6.11 Costs – Again the fees are based on a percentage of the booking income. Based on 23/24 income the cost would be £1,415. All the Councils property costs would remain the same.
- 6.12 Savings –There would be no real savings generated as the same level of budget would be required to manage the service, however there would be less internal IT support required.
- 6.13 Income – Again it is difficult to predict potential income. Whilst Airbnb is well known, most people are seeking overnight stays and therefore advertising on such a website might not reach customers seeking beach hut hire. Again, factors as the weather and economic climate will still negatively affect bookings. It could be trialled for 12-24 months to test how successful or not it might be.
- 6.14 Key benefits – It's a low cost well known booking system and the current advertising budget would cover the costs of using it.
- 6.15 Disadvantages – It's not specifically beach hut focused, the customer pays an additional 14% booking fee to Airbnb which might reduce demand or the Council would need to reduce its hire rates to reflect this. It requires 24/7 proactive management responding to queries and adjusting pricing to improving ratings and impacted by algorithms. Whilst automated messaging could be implemented the Council does not have the resource to do this affectively. The Councils assets are not photogenic and any poor feedback displayed could affect bookings.
- 6.16 The option is not recommended as it is not expected to reach the right customer bases and requires greater resource to optimise results.

C. Convert all or some weekly lets to 5-year leased sites.

- 6.17 Up to 33 weekly let's could offered to the waiting list as a 5 year leased site. As the lists are extensive, there would be sufficient demand to have all sites leased.
- 6.18 Costs – this change could be managed internally and therefore no additional costs would be incurred.
- 6.19 Savings – would be generated by reduced business rates and advertising costs. If all weekly lets became leased sites a saving of £11,715 is expected. There would be no expected savings with the current resource involved in the operation of the service as any time saved would be filled by other work in their existing roles.
- 6.20 Income – The leased sites generate less income than weekly lets as an average. For 2024/25 rents income would have reduced to £25,280 and whilst there would have been a saving generated there would still be an overall loss of income of £5,330 that year.
- 6.21 Key benefits- Some savings created, pre agreed rental income generated, no further investment into weekly let furniture required, small reduction in waiting lists and unsupported booking system would be closed down.
- 6.22 Disadvantages – rental income is lower than weekly lets, overall budget savings is low and risk of complaints/PR issues from regular customers from ceasing weekly lets.
- 6.23 Whilst this would reduce the waiting lists marginally and removes the need for a booking system, this option is not recommended as it would result in a loss of income.

D. Lease all weekly lets commercially, allowing the tenant to hire their unit.

- 6.24 A procurement exercise could be undertaken offering all weekly lets available on a commercial basis. They could be offered as one lot, small groups, or individual lots. To ensure best value, potential tenants would be asked to submit their maximum bid. Tenants would be able to relet huts on any basis they wish to generate income.
- 6.25 Costs – are anticipated to be at around £1,000 to cover advertising fees. Internal resource would manage this option.
- 6.26 Savings – would be generated on business rates and other property costs and has been estimated at £11,715 a year. No resource savings expected as for the reasons outlined in 6.22.
- 6.27 Income – the value of potential bids is unknown until a marketing exercise is undertaken; however, it is expected that they would be more than the rents currently received. There may still be a reduction in the overall income if it equates to less then the weekly lets produced. The market could be tested and in no suitable bids were received, then weekly let's could be implemented.
- 6.28 Key benefits- Some savings created, consistent rental income generated, reduces the waiting list, no further investment into weekly let furniture, current booking system is closed down and creates opportunities for local business and possible job creation.

- 6.29 Disadvantages – still requires internal resources to manage a high number of tenants.
- 6.30 Whilst there is more consistency over the level of income generation as it is not impacted in the same way weekly lets are, there is a risk that the overall income is still less, and overall budget savings are low. Due to this it would not be the preferred option.

E. Lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities

- 6.31 This option would see all the weekly lets and leased sites offered to let on a commercial basis with all existing tenants remaining. It could be offered as one lot or smaller location based groups. The tenant would take a long lease on the ground rents of the beach hut plots and the chalets and sub-let to the existing tenants. With any vacant sites/chalets the tenant would be free to let as they wish as a leased site or hire it for shorter stays. The Council could make specific conditions however if these are too onerous it will impact on the level of interest and bids.
- 6.32 Costs – are anticipated to be at around £1,000 to cover advertising fees. Internal resource would manage this option.
- 6.33 Savings – this option has potential to make the largest saving as subject to negotiation all property costs would pass to the new tenant. The Council would recharge insurance as it does with other commercial tenants.
- 6.34 and still generate income would be to lease weekly let and leased units to one (or more) commercial operators.
- 6.35 Income – the value of potential bids is unknown until a marketing exercise is undertaken. There may be a reduction in the overall income if offers are received are less, however the financial savings generated would need to be factored. Again, the market could be tested and in no suitable bids were received, then weekly let's could be implemented.
- 6.36 Key benefits – Current bookings system is closed down, maximum savings generated, consistent income generated, maintenance liability passes to tenant(s), smaller number of tenants to managing improving capacity issues within existing resources.
- 6.37 Disadvantages – Possible complaints from current tenants and customers due to a change in management and or hiring options.
- 6.38 As this option creates the most savings and would generate more consistent rental income, this is the recommended option. It is proposed that officers seek to advertise the opportunity to establish potential interest from commercial operators. If the proposals submitted did not prove viable the Council could consider an alternative option.

F. Sell the Council's physical assets (3 huts at Cromer, Mundesley and Sheringham and all 93 Chalets) on long lease with annual ground rent.

- 6.39 As an initial phase the Council could sell on a long leasehold basis:

- All the weekly let beach huts (17) with a long leasehold of their plot
 - All 16 weekly let chalets
 - All remaining chalets (77) to existing tenants or when the property becomes vacant.
 - All leased beach hut plots could also be offered for sale to existing tenants.
- 6.40 Costs – are anticipated to be at around £1,000 to cover advertising fees. Internal resource would manage this option.
- 6.41 Savings – Full savings would be gradually realised over the delivery period which could take 5 or more years.
- 6.42 Income –Capital sum generated over a gradual phased approach, starting with weekly lets and remaining leased sites on as they become vacant, due to legal constraints. As there is no direct comparable evidence the sales value is unknown until a marketing exercise is undertaken.
- 6.43 There are beach huts sold at Wells-next-the-Sea, with one currently being advertised at £77,500 plus a 15% purchaser commission payment. Others in Suffolk and Essex are lower and range from £18,000. It is important to note that the location and property type will have an impact on the value, and this is unlikely to be the same in North Norfolk coastal resorts. The economic climate is also having a negative effect on property sales and values at the current time.
- 6.44 A high sales value may mean that the majority of existing tenants would not be able to afford to purchase the property and a PR issue could arise if the felt unfairly disadvantaged.
- 6.45 Whilst a ground rent would be charged for a long lease this would be much reduced from the current rent. Other ground rents with sale of huts are generally advertised at between £350 - £500. Usual rent review terms can be included.
- 6.46 Key benefits – Capital receipt is obtained, savings made over time, liability for maintenance move to tenant, booking system can be closed down, consistent ground rent received (but at a lower value), less disruption to existing tenants as their existing lease would remain.
- 6.47 Disadvantages – Service charge would be needed to manage repairs and maintenance of chalet blocks resulting in budgets still being required, additional resource requirements to manage this, potential for arrears, similar level of resources required to manage 422 tenants a reduction in revenue income.
- 6.48 Whilst this option would generate some capital receipts, it would not be recommended, as it is complex and time consuming to deliver due to a phased approach. High level of resources still required to manage a significant number of tenants, deal with repairs and maintenance and administering service charges. Revenue income would be less.

G. Establish a trading company and transfer all weekly lets and leased assets to it.

6.49 The Peer Review recommended that a trading company could be considered to manage the beach huts and chalets. At the time of writing this option was not supported due to the complexity of operating a trading company outweighing the benefits.

7. Beach Hut Removal

7.1 Currently beach huts are only removed from Mundesley over the winter period and the costs are recharged to the tenants. Proposals for removing huts at Overstrand is again being considered due to the issues caused from winter adverse weather conditions.

7.2 In response to the question, **The relationship with private tenants including the removal of huts from the beach.** Officers consulted with all Overstrand tenants during 2021 to establish if they would support the removal of beach huts during the winter period as undertaken at Mundesley.

7.3 Out of the 59 huts sites the following responses were received:

- 9 - would like to consider the option to remove their hut
- 17 - wanted their hut to remain on site
- 23 didn't reply (this figure includes a few people that did reply but didn't confirm either way)

7.4 The majority of the tenants either didn't reply which we assume means that it wasn't of interest to them or they responded to say they didn't wish to move their huts. This was mainly for the following reasons:

- Preference for all year round use
- They had insurance in place to cover such eventualities
- Not supportive of the additional cost for this service - some wanted a rebate in rent

7.5 With the lease renewal process nearing completion Officers are contacting tenants to consult them over Winter up lift options.

8. Additional Beach Hut Plots

8.1 No additional hut sites have been established during the review period.

8.2 There will be one less leased hut site at Sheringham for the next season. This is due to the tenant being impacted by consistent ground water on the prom at its location. Moving of the hut also enables access to underground drainage systems.

9. Condition and Maintenance

- 9.1 Capital budget was approved for further repairs to chalets, including roof works at Sheringham, general improvement works to Donkey Shelter Cromer and Art Deco roof and railings replacements. The roof works have largely been completed along with the new railings. Works to the Donkey Shelter are on hold subject to a review regarding the future letting of the building.
- 9.2 Some weekly beach huts are now in need of redecoration and other repairs including weather boards to doors, door handle replacements, which is intended to be undertaken.
- 9.3 Some chalets are suffering from damp causing peeling paint from walls and floors, which is causing some customer complaints.
- 9.4 Winter storms has resulted in some damage and movement of Council and private beach huts at Sheringham and Overstrand.

10. Medium Term Financial Strategy

- 10.1 In terms of the current income position, the table below represent data from the booking system and expected income from leased sites.

	Weekly Lets		Leased	
	01.01.24 – 06.09.24		(24/25)	
	Beach Huts and Chalets		Beach Huts and Chalets	
Location	No. available	Income (gross)	No. available	Income (gross)
Cromer Chalets (East)	9	£13,570	31	£28,522.48
Cromer Chalets (West)	3	£3,355	21	£20,529.02
Cromer Huts (East)	0	£0	86	£53,328.91
Cromer Huts (West)	3	£2,975	37	£22,199.19
Mundesley Beach Huts	7	£5,690	58	£37,449.59
Sheringham Chalets	4	£6,365	25	£29,441.50
Sheringham Huts (East)	7	£9,535	80	£48,909.18
Sheringham Huts (West)	0	£0	9	£5,855.08
Overstrand Huts	0	£0	51	£34,045
Total	33	£41,490	398	£280,280
Average income per unit per annum	£1,257		£704	

- 10.2 The weekly let average income has fallen from £1,509 in 2023/24 to an average income of £1,257 per weekly let unit per annum.
- 10.3 The leased sites average increased from £650 to £704 during the last period and increased the overall expected income from £273,665 to £280,280 per annum. This was due to a approx. 350 lease renewals and rent increase being undertaken following expiry of the original 2019 leases.

- 10.4 Whilst the weekly lets per unit average is higher than a leased unit, it is important to note that this is a gross figure and doesn't take into account resources required to manage the weekly lets which are generally more management intensive.
- 10.5 Out of all the types, the leased beach hut plots continue to be the least management intensive as general repairs and maintenance expenditure are the responsibility of the tenant. Officers' main involvement is when adverse weather conditions cause damage to the promenade and/or requiring repositioning.
- 10.6 Due to limited bookings during the peak weeks, it is not intended to increase the rate for weekly let hire during this same period for the 2025/26 season.
- 10.7 A rent review on the annual leases has been undertaken for 2025/26 season and it is proposed to increase the rent as shown in the tables below
- 10.8 Leased beach hut sites rental summary:

PRICES INCLUDE VAT	CROMER		SHERINGHAM		MUNDESLEY	OVERSTRAND
	West Promenade	East Promenade	WEST PROMENADE	EAST PROMENADE	PROMENADE	PROMENADE
Beach Hut sites	7.5	7.5	7.5	7.5	7.5	9
2019/20	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00
2020/21 to full	£ 525.00	£ 500.00	£ 525.00	£ 500.00	£ 550.00	£ 550.00
2021/22 - 5% increase	£ 551.25	£ 525.00	£ 551.25	£ 525.00	£ 577.50	£ 577.50
2022/23 - 5% increase	£ 579.00	£ 551.00	£ 579.00	£ 551.00	£ 606.00	£ 606.00
2023/24 - nill increase	£ 579.00	£ 551.00	£ 579.00	£ 551.00	£ 606.00	£ 606.00
2024/25 - 6% increase	£ 613.74	£ 584.06	£ 613.74	£ 584.06	£ 642.36	£ 642.36
2025/26 - 5% increase	£ 644.43	£ 613.263	£ 644.43	£ 613.26	£ 674.48	£ 674.48

- 10.9 Leased chalet rent summary:

PRICES INCLUDE VAT	CROMER				SHERINGHAM		
	West Promenade		East Promenade		WEST PROMENADE		
Chalet Site	33-39	126-142	15-42	43-46	CHALETS 1-13	14-18	19-29
2019/20	£ 696.00	£ 750.00	£ 775.00	£ 800.00	£ 900.00	£ 900.00	£ 900.00
2020/21 to full	£ 696.00	£ 885.00	£ 775.00	£ 895.00	£ 1,017.50	£ 1,085.00	£ 997.00
2021/22 - 5% increase	£ 727.05	£ 925.50	£ 807.50	£ 955.50	£ 1,054.63	£ 1,125.50	£ 1,145.60
2022/23 - 5% increase	£ 763.00	£ 972.00	£ 848.00	£ 1,003.00	£ 1,107.00	£ 1,182.00	£ 1,072.00
2023/24 - Nill increase	£ 763.00	£ 972.00	£ 848.00	£ 1,003.00	£ 1,107.00	£ 1,182.00	£ 1,072.00
2024/25 - 6% increase	£ 808.78	£ 1,030.32	£ 898.88	£ 1,063.18	£ 1,173.42	£ 1,252.92	£ 1,136.32
2025/26 - 5% increase	£ 849.22	£ 1,081.84	£ 943.82	£ 1,116.34	£ 1,239.84	£ 1,315.57	£ 1,193.14

- 10.10 Summary of total leased income anticipated for 2025/26.

Rental Income Anticipated for 2025/26	
Beach Huts	£204,963
Chalets	£82,487
Waiting list	£1,500

TOTAL RENT DUE	£288,950
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10.11 The total income for 2024/25 for weekly lets has been estimated below.

Estimated Income	2025/26
Weekly Lets	£45,000

10.12 The weekly beach hut and chalet hire fees increased in 2023/24 and it is intended to only increase in 2024/25 where there is strong demand for those specific hire periods.

Type/Period	Fees 2023/24	Fees proposed 24/25	Fees Proposed 25/26
Chalets - Peak unserviced Per Week	£235	£235	£235
Chalets - Peak serviced Per Week	£290	£290	£290
Chalets - Mid unserviced Per Week	£135	£135	£135
Chalets - Mid serviced Per Week	£150	£150	150
Chalets - Low unserviced Per Week	£95	£95	£95
Chalets - Low serviced Per Week	£105	£105	£105
Chalets - Winter season unserviced Per Season	£380	£400	£425
Chalets - Winter season serviced Per season	£420	£450	£475
Beach Huts - Peak per Week	£215	£215	£215
Beach Huts - Mid per Week	£115	£115	£115
Beach Huts - Low per week	£80	£80	£80
Beach Huts - Winter season	£380	£400	£425
Beach Huts – Mundesley Autumn (up to 2 months)	N/A	£185	£200
Beach Huts – Mundesley Spring (up to 6 weeks)	N/A	N/A	£185

11 Financial and Resource Implications

11.1 The expenditure for 2023/23, which has increased on the previous year, is shown below.

Budget	2019/20	2020/21	2020/22	2022/23	2023/24
Staff salaries and other expenses	£37,863.69	£43,187.44	£20,355.22	£18,203.18	£12,004.35
Repairs and maintenance	£12,192.23	£3,287.92	£13,045.78	£21,145.11	£7,076.01
Business rates	£4,761.74	£4,756.65	£5,205.95	£5,768.66	£9,972.04
Electric	£287.43	£817.69	£439.36	£902.51	£2,430.10
Insurance	£2,692.37	£2,749.72	£2,895.77	£3,430.52	£7,155.15

Other Services Recharges	£140,380.00	£104,015.00	£97,284.00	£117,946.00	£103,420.00
Beach hut removal	£14,495.00	£15,003.00	£15,184.00	£13,965.00	£14,127.50
Total	£212,672.46	£173,817.42	£154,410.08	£181,360.98	£156,185.15

11.2 Please note:

- The repairs and maintenance budget is a revenue budget and excludes capital expenditure, which is £33,000 for roof repairs and railing replacement at the Art Deco and Sheringham.
- Some staff salaries have been reallocated following the restructure and the expenditure in this budget is predominantly one part time administrator and salary on costs.
- Other staff involved with the management of the service are included as Other Services Recharge.
- Expenditure for 2023/24 has seen a decrease due to a reduction in repairs and maintenance.

11.4 In response to the question, **The split of costs between weekly and five-year huts.** It is not possible to provide that level of detail due to how current budgets are structured and repairs/maintenance is recorded. However, we can make the following assumptions:

- The majority of leased sites are beach hut plots (321) with the tenant being responsible for repairs/maintenance, business rates, insurance. Removal costs are recharged to the tenants and therefore these assets are likely to have the least expenditure.
- There are 33 weekly lets comprising both chalets and huts that require repairs and maintenance, insurance, utilities, business rates, advertising that will require budget.
- There are 77 leased chalet sites, with repairs/maintenance, utilities, insurance and business rate expenditure. Due to the number of sites, it is anticipated that this group have the greatest expenditure on this budget.
- Salaries for 2024/25 will have more time connected to leased sites, due to increased time spent on lease renewals.

11. Customer Service

11.1 Feedback forms - At the time of writing 35 responses have been received. A summary is provided below:

Question	Outcome
How did you find out about hiring	Most responses stated they had hired previously, this was followed by the Councils website.
How Easy was it to book	Most responses stated very easy or easy.
How was key collection/drop off	Most responses stated very convenient and somewhat convenient
Was the Hut clean and tidy	Most responses stated it was very clean and

	tidy.
Overall experience	Most responses were somewhat satisfied and highly satisfied.

- 11.2 Summary of experience comments: 10 out of 10. We love beach huts. Very good. Always good for us. We were very pleased and will be back again. Lovely. Great location for beach access with dog and children Brilliant it really made our holiday. We only opened it once, too small too limited equipment. Crack in window – we would have preferred an upstairs chalet. When booking it was not possible to view the hut and on arrival we found the hut was close to railings with a high drop off prom that caused concern over young child potentially falling.
- 11.3 Summary of other comments: We didn't receive a confirmation email, check out later as 12 cuts the day short, 2023 check out at 3:30pm was better. We spent £235 on this, so very poor value for money, perhaps a more accurate description would be helpful. Tourist office very helpful in finding an alternative hut away from works. Why do we have to hand the key back at noon when we have paid for the whole day. Inconvenient taking keys back to Cromer, easier if key collection was in Sheringham. Clarity needed on what time people need to leave as previously it was 6pm, then 3pm and now 12pm.
- 11.4 Waiting list - Clarity on waiting lists numbers and expected timescales has been included on the website. Alongside this an online webform is being developed for customers to apply to be on the waiting list. This will replace the current paper version and remove the need for cheque payments. Reducing the number of cheques is part of a wider initiative.

12. Marketing

- 12.1 In response to the question, **How to best market and promote the beach huts.**
- 12.2 The following has been undertaken during 2024/25:
- Advertising in local magazines in early summer
 - Social media through the Councils social links
 - Postcards with booking information are provided with keys to enable hirers to send to friends and family
 - North Norfolk Visitor Centre newsletter
 - Advertising boards installed with QR codes.
 - Visit North Norfolk website
- 12.2 Through the feedback forms we have found that around 50% of the hirers have hired previously and most others found it through the Councils website, with limited bookings from social media or magazine advertising.
- 12.3 The following are potential marketing and other income generation opportunities:
- Competition – a further win a beach hut for the week
 - Social media influencers
 - Social media advertising

- Local business referral – a small payment made to them for any bookings they refer
- Beach hut booking website
- Alternative magazines
- Promotions – 10% discount in the summer?
- Install a mini hut in the car parks with posters
- Rent as weekly pop-up shop (subject to planning) during summer as non-food for crafts, and artisans

13. Corporate Priorities

13.1 The key corporate priorities as contained within the current Corporate Plan that relate to this project are:

- A Strong, Responsible, & Accountable Council, in utilising property assets to generate revenue income.

14. Financial and Resource Implications

Budget, rental levels and weekly let income and expenditures are detailed throughout the report.

Comments from the S151 Officer:

The recommended option would provide a consistent level of income. This option should be explored to see whether there is a reasonable level of interest and to see how the net income position compares with our current in-house option. The option should be explored further to ascertain what the actual benefits and disadvantages would be.

15. Legal Implications

- 15.1 Legal implications are to be considered more fully if proposals to change the current lease arrangements are to be progressed.
- 15.2 Leases are in place for all sites.

Comments from the Monitoring Officer

The Council's recent Peer Review report outlined the importance of the need to consider how the Council can enable its existing capabilities and maximize returns from its assets, such as beach huts. The recommendation potentially provides the largest saving of the options set out and provides consistency of income. Eastlaw are available for any specific advice.

16. Risks

- 16.1 The current economic situation continues to have a negative impact on

- bookings, and this may continue over the forthcoming season. This has can impact income generation and cause rent arrears.
- 16.2 Adverse weather conditions and storm surges continue to cause damage the portfolio and tenants huts.
- 16.3 Repair works required to improve the chalets become not financially viable.
- 17. Net Zero**
- 17.1 In response to the question, **the green levy and how far that might be extended.** The intention for Beach huts and chalets was to take a small sum from each booking or lease that could be set aside to build a fund that could be used on sustainable measures that support climate change initiatives in that locality. As it would be a small amount, it would not fund large scale projects but as an example it could be used for replacing current sanitaryware with water saving sanitaryware in public toilets.
- 17.2 This proposal could be extended more widely to include other income producing assets such as car parks or an additional sum charged to event organisers when hiring Council land. This sum could be utilised to support other community initiatives such as replacement town center signage, repairs to railings, lighting, redecorating prom retaining walls, repairs to seating etc.
- 17.3 At the current time a Green Levy tax is not supported and no further work to investigate this has been undertaken.
- 17.4 In response to the question, **the sustainability of beach huts physically** – this will have a huge variation depending on the materials and products used in construction, as well as the facilities available once constructed.
- 17.5 Materials used can range from virgin plastics and unsustainable wood to recycled plastic, cardboard, wood or sustainably sourced FSC wood. Contributing to a circular economy by using second hand recycle products drastically improves sustainability and associated carbon emissions. Beach huts made from virgin sources will have larger waste, environmental and carbon impacts. Any construction is still less sustainable than no construction.
- 17.6 Additional sustainability depends on whether they are using bottled gas compared to mains electricity. Whilst there are a small number of units with electric and none with mains gas, some tenants due use gas camping stoves to for food and drinks. Both will increase emissions due to materials required and fossil fuels burnt to provide the power.
- 17.7 As the huts and chalets are in exposed locations certain elements need regular repair and replacements including padlocks and accessories within the units. Having to continually repair damaged units is not sustainable as no matter how environmentally friendly the building is, emissions and waste will be associated with any additional work and materials needed.
- 17.8 The leased huts at Overstrand had been impacted by storm conditions on 3 occasions during the last review period and the Council was involved in moving huts back into position.
- 17.9 In response to the question, **the effect on the carbon footprint of people coming to use the beach huts.** As the beach huts have or tenants use temporary supplies of electricity, gas and water, people's activity whilst using them will increase carbon emissions. Beach huts/chalets are likely to encourage more visitors and therefore travel associated emissions to the beaches will increase. If people are able to store things in the beach huts which

then prevent the use of cars, this would potentially decrease emissions but that would rely on a climate conscious user.

17.10 A Climate Impact Assessment has been undertaken and below is the summary;

Criteria	Score	Justification	Mitigation
Energy Use	0	There are a small number of units with electric and there is no intention to increase the supply to other units	
GHGs	-4	The Council has existing beach hut and chalet units and it's an alternative operation proposal is being considered. If an alternative operation model results in more people using the units then there may be a slight increase in people traveling to the location by vehicles.	The booking system promotes sustainable travel options to access the huts and highlights EV charging available nearby as a mitigation measure. (The booking system offers money off if you are travelling by public transport?)
Air quality	-4	There will be a slight increase to air pollution if an alternative operational model increases the number of users.	The booking system promotes sustainable travel options to access the huts and highlights EV charging available nearby as a mitigation measure. (The booking system offers money off if you are travelling by public transport?)
Land use change	0	The units are existing and located on proms that are already built.	
Soil and waterway health	0	None expected	
Waste	-2	If there are more users of the units this is likely to increase waste in the local area due to people bringing food and drink with them to consume. Waste may	Add more bins, increase signage
Sustainable Transport	0	There is no regular access to vehicles on the prom requiring people to walk to their units, not further sustainable transport improvements are expected	
Biodiversity	-2	If there are an increase in bookings and people using the huts there may be a slight increase to indirect impacts such as noise and light pollution.	Signage/limits
Climate Change Adaptation	0	Whilst works to Coastal defences in Cromer and Mundesley are taking place these are not directly due to this proposition. The huts will be increasingly prone	
Sustainable Materials	-4	The beach hut units can be damaged during storm conditions and debris enters the sea. The majority of the hut is made of wood, but the source of this material is unknown as the huts are purchased by the tenants. Items stored inside the huts will be of mixed materials and these can also enter the sea.	A requirement that recycled or sustainably sourced materials are used on replacement
Food	0	The use of the units does not directly impact food	
Health	4	the use of the units offers a blue beach location for users to relax and may encourage exercise through walking and swimming	
Housing	0	This proposal does not directly impact housing	
Education	0	This proposal does not directly impact education	
Built Community	4	Access to the coastal foot path and blue flag beaches for an increased number of people if use is increased	
Cultural Community	0	This proposal is not expected to have any impact on culture	
Accessibility	-2	The huts and chalets are not fully accessible	
Local Economy and Jobs	4	Increased usage may see an increased in spend in the local economy	
Safety	-2	Increased usage may result in a slight increase in crime in the local area/vandalism, however this is likely to be a very rare occurrence.	
Democratic Voice	-4	A proposal to move towards an alternative approach will be based on financial assessment and not community feedback. It is expected that an alternative model would result in units still being available for hire.	None needed.
Equity	0	No impacts on groups with protected characteristics.	

18. Equality, Diversity & Inclusion

18.1 There are no direct implications from this report.

19.1 Section 17 Crime and Disorder considerations

19.1 There are no direct implications from this report.

20. Conclusion and Recommendations

20.1 Leased sites, which continue to have high demand, have seen an increase in income due to the 350 lease renewals undertaken during the year.

20.2 It continues, to be a challenging period for weekly let bookings during summer peak periods. In recent years occupancy has increase, however this year has seen a small fall in occupancy. Whilst advertising has been undertaken, the lack of bookings may be due to current economic situation (cost of living crisis)

impacting on discretionary spend across a wide range of sectors, poor weather conditions and coastal works.

20.3 A new customer feedback exercise this year has found a high level of weekly let customers are repeat customers and in the main, their feedback is very positive and helpful.

20.4 In order to optimise the service, 7 key options ranging from a change of marketing and administration alongside various alternative management strategies have been considered and presented in this report.

20.5 It is recommended:

- To consider the annual review and,
- For the Asset Strategy Manager to be delegated authority to proceed with the alternative management Option E - Lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities, subject to viable bids being received. The reason for this is that it is considered to be the most optimal of all options available, with less disruption to existing tenants, creates the most savings, generates a consistent rental income and improves capacity issues with existing resources.

Annual Update - Regulation of Investigatory Powers Act 2000 (RIPA)	
Executive Summary	<p>The Council is required to have a Policy for the use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p> <p>Home Office guidance recommends that elected members should review the use of the RIPA powers and ensure the policy remains fit for purpose at least once per year.</p> <p>Officers have reviewed the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedures document and made no changes.</p> <p>Officers have reviewed the Internet & Social Media Research & Investigations Policy and identified that no changes are necessary at this time.</p> <p>The Council has made no use of powers under RIPA in the last 12 months.</p>
Options considered	The Policy is required to ensure proper application of the Act, so there is not an alternative option.
Consultation(s)	Consultation has been undertaken with the Monitoring Officer, who also acts as the Gatekeeper for RIPA activity.
Recommendations	<ol style="list-style-type: none"> 1. That Members note that there are no amendments required to the Regulation of Investigatory Powers Act 2000 Policy and Procedures. 2. That Members note that there are no amendments required to the Internet & Social Media Research & Investigations Policy. 3. That Members note there has been no activity undertaken under RIPA within the period since the last report.
Reasons for recommendations	<p>The Council is required to have an up to date policy/procedure in order to exercise its powers.</p> <p>Members are required to be aware of the RIPA activity undertaken by the Council.</p>
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr Calum Ringer

Contact Officer	Steve Hems, Director for Communities 01263 516192 Steve.hems@north-norfolk.gov.uk
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Links to key documents:	
Corporate Plan:	This item does not directly relate to delivery of the Corporate Plan objectives but is a statutory requirement.
Medium Term Financial Strategy (MTFS)	There is no direct impact on the Medium-Term Financial Strategy.
Council Policies & Strategies	NNDC Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedures NNDC Internet & Social Media Research & Investigations Policy

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

1. Purpose of the report

To demonstrate that the Council has met best practice, in the Home Office guidance, that members should review the use of the RIPA powers and ensure the policy remains fit for purpose at least once per year.

To inform members that the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedures and Internet & Social Media Research & Investigations Policy have been reviewed.

To advise members that no changes have been identified as required to the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedures document.

To advise members that no changes are required to the Internet & Social Media Research & Investigations Policy.

To request that members accept the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedures and the Internet & Social Media Research & Investigations Policy documents as fit for purpose.

To inform members there has been no use of powers under RIPA since the last annual update report.

2. Introduction & Background

The Human Rights Act 1998 gave effect in UK law to the rights set out in the European Convention on Human Rights (ECHR). Some of these rights are absolute, while others are qualified, meaning that it is permissible for the state to interfere with those rights if certain conditions are satisfied.

Amongst the qualified rights is a person's right to respect for their private and family life, home and correspondence, as provided for by Article 8 of the European Court of Human Rights. It is Article 8 that is most likely to be engaged when public authorities seek to obtain private information about a person.

The performance of certain investigatory functions of Local Authorities may require the surveillance of individuals or the use of undercover Officers and informants. Such actions may intrude on the privacy of individuals and can result in private information being obtained and as such, should not be undertaken without full and proper consideration.

The Regulation of Investigatory Powers Act 2000 (RIPA) governs these activities and provides a means of ensuring that they are carried out in accordance with law and subject to safeguards against abuse. If relevant surveillance activity does not comply with the requirements set out in the legislation and related Codes of Practice, it opens the Council up to the risk of challenge under the Human Rights Act and failure of any legal action which may seek to rely on evidence collected through this method.

Home Office's guidance recommends that, to attain best practice: "...elected members of a local authority should review the authority's use of the 2000 Act and set out the policy at least once a year. They should also consider internal reports on use of the 2000 Act on a regular basis to ensure that it is being used consistently within the local authority's policy and that the policy remains fit for purpose."

The Council uses powers under RIPA to support its core functions for the purpose of prevention and detection of crime where an offence may be punishable by a custodial sentence of 6 months or more.

The three powers available to local authorities under RIPA are:

- directed surveillance;
- covert human intelligence sources ("CHIS");
- the acquisition and disclosure of communications data.

RIPA requires that when a Council undertakes covert directed surveillance or uses a CHIS, these activities must be authorised in advance by an officer who must then seek the approval by a Magistrate/Justice of the Peace.

This Authority will only ever be required to deal with matters relating to directed surveillance and the use of covert human intelligence sources (CHIS). The acquisition of communications data, if ever required, is undertaken through the National Antifraud Network (NAFN). They act as the single point of contact for many local authorities and ensure the application is RIPA compliant. It is NAFN that are audited by the commissioners.

Public bodies are required to formally establish arrangements and responsibilities for approving directed surveillance under RIPA and these arrangements are described in the Policy and Procedure.

3. Policy and Procedures - Review and Update

3.1 Regulation of Investigatory Powers Act 2000 Policy and Procedures

The Policy and Procedures was subject to a significant review and overhaul in 2023 and last year a number of minor changes were made to ensure that the policy and procedures were up to date and accurate.

In line with national guidance an annual review has been undertaken. This has identified that the current policy remains fit for purpose and no further changes have been identified,

This is an Operational Policy outside the Policy Framework so a recommendation for Council to approve it is not required.

3.2 The Internet and Social Media Research and Investigations Policy

The Internet and Social Media Research and Investigations Policy has been produced as a separate document to the RIPA Policy and Procedures. This is to ensure that it is readily understood by all those who use the internet or social media to gather information as part of the delivery of their role.

The policy established the approach that North Norfolk District Council takes to ensure that all online research and investigations are conducted lawfully and ethically, are in compliance with the relevant legislation, government guidance and best practice. This reduces the risk of challenge and to ensure that the activity undertaken, and any evidence obtained, will stand scrutiny in any subsequent criminal proceedings.

There have been no requirements for amendments identified during the review process. This is an Operational Policy outside the Policy Framework so a recommendation for Council to approve it is not required.

3.3 Training

Update and refresher training was delivered in December 2023. This refresher training ensured that 27 Officers who were likely to undertake surveillance as part of their role would have a better general awareness of where and how the Regulation of Investigatory Powers Act applies and the requirements of the application process.

Authorising Officers and the Senior Responsible Officer also received update training to ensure that the process of authorising any applications was well understood.

A further refresher training session is booked for January 2025. This training will ensure that relevant Officers remain competent to make applications in a consistent and lawful manner including any new Officers that have joined the Council since the last training was provided.

3.4. Intranet site

Since the last annual report significant work has gone into the development of a page on the intranet. This site is designed to be a repository of information relevant to RIPA and related activity and enables Officers to gain information from a single source.

The areas covered by the intranet site include the following areas of information and guidance:

- NNDC Policies and Procedures
- Intranet and Social Media Guidance
- Best Practice Guidance
- RIPA and CHIS Form Guidance
- Digital Evidence Guidance
- Body Worn Video Guidance

This site is checked and maintained regularly by the RIPA Co-ordinator and any updates to documents or additional guidance are provided in a timely manner.

3.5 Investigatory Powers Commissioners Office (IPCO) Inspection

All public authorities are subject to periodic inspection by the Investigatory Powers Commissioners Office (IPCO) who independently oversee the use of investigatory powers, ensuring they are used in accordance with the law and in the public interest. The Council was subject to a remote inspection by an IPCO Inspector on the 17 February 2021. The outcome of that inspection was reported to Cabinet in September 2021.

IPCO undertake periodic inspections on a risk based frequency, reflecting previous compliance and how much the powers are used by an Authority. It is usual for an inspection every two to three years.

The Council received a pre-inspection questionnaire in June 2023, seeking information regarding its use of the powers and the steps taken to ensure that adequate steps had been taken to ensure compliance with the relevant legislation, guidance and codes of practice. Following the full response to the questionnaire a meeting took place between the IPCO inspector and Steve Hems, as the Senior Responsible Officer, and Kaye Skinner as the RIPA Co-ordinator.

The inspector was satisfied that the Council had provided assurance of compliance with the requirements of RIPA and that the single authorisation that had been made during the period was completed to a good standard.

The Inspector has stated that, in light of the above, the Council is not due a further inspection until 2027.

3.6 Use of RIPA Powers by the Council

No applications for the use of directed surveillance have been made during the time since the last annual report.

No applications for the use of covert human intelligence sources have been made during the time since the last annual report.

No applications for the disclosure of communications data were made during the above period.

Investigations have been progressed using other investigation techniques to gather information and evidence, which is consistent with the approach set out in the Policy and Procedures.

4. Corporate Priorities

This item does not directly relate to delivery of Corporate Priorities but is a statutory requirement.

5. Financial and Resource Implications

There are no financial or resource implications associated directly with the implementation of the Policy.

Non-compliance with the legislation associated with covert surveillance leaves the Authority open to challenge and formal claims for compensation from individuals or corporate bodies should it be found that appropriate guidelines and procedures have not been followed. IPCO may also audit our compliance with RIPA and impose penalties where the authority is found to be in non-conformance. Evidence obtained from surveillance conducted under an outdated or non-compliant RIPA Policy and Procedure would be inadmissible or liable to fail challenge in any legal proceedings which could result in the award of costs against the Council.

6. Legal Implications

The Human Rights Act 1996 makes it unlawful for a Local Authority to breach any article of the European Convention on Human Rights (ECHR).

Article 8 of the ECHR states that:

- 1) everyone has the right of respect for his private life, his home and his correspondence
- 2) there shall be no interference by a Public Authority with the exercise of this right except such as in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic wellbeing of the country, for the prevention and detection of crime, for the protection of health and morals, or the protection of the rights and freedoms of others.

Public Authorities can therefore interfere with the Article 8 rights if it meets the reasons given above. The Regulation of Investigatory Powers Act sets the lawful basis for interference with those qualified rights to ensure that any activity undertaken and any information obtained is compatible with the Human Rights Act.

The Policy and Procedures document sets the framework under which the Council undertakes surveillance which meets the definitions under the Regulation of Investigatory Powers Act and is undertaken following correct authorisation and approvals, therefore reducing the risk to the authority of legal challenge.

There are reputational and legal risk implications if the RIPA policy is out of date and/or out of step with legal obligations under the act or relevant Home Office Guidance.

If surveillance is conducted which does not comply with the Act, Home Office guidance and/or best practice the Council is open to challenge under the Human Rights Act or may face sanctions being imposed by the Investigatory Powers Commissioners Office.

Any evidence obtained from surveillance conducted outside of the RIPA Policy would be inadmissible or liable to fail challenge in any legal proceedings.

7. Risks

None identified as a direct result of this report.

8. Net Zero Target

There are no sustainability issues arising from this report.

9. Equality, Diversity & Inclusion

There are no Equality Diversity and Inclusion issues arising directly from this report. These are considered as an integral part of the process when making decisions regarding the use of RIPA powers.

10. Community Safety issues

None identified as a direct result of this report.

The Regulation of Investigatory Powers Act Policy and Procedure applies where it is necessary and proportionate to collect personal information through covert means. This is only the case where the offence being investigated meets the serious crime threshold where a conviction for an offence could result in 6 months imprisonment. Circumstances where RIPA powers are likely to be used are therefore more likely to have Community Safety implications.

11. Conclusion and Recommendations

This report provides Members with an annual update on the use of RIPA powers and that it is following best practice identified in Home Office Guidance.

1. That Members note that there are no amendments required to the Regulation of Investigatory Powers Act 2000 Policy and Procedures.
2. That Members note that there are no amendments required to the Internet & Social Media Research & Investigations Policy.
3. That Members note there has been no activity undertaken under RIPA within the period since the last report.

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Reporting progress implementing Corporate Plan 2023-27 Action Plan 2024-25 – to end of Quarter 2 – 30 September 2024	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
Options considered	Not relevant.
Consultation(s)	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
Recommendations	Cabinet is recommended to note this report.
Reasons for recommendations	The progress report shows that twenty-two of the actions are in progress and on track and four completed, although one action is identified as red and sixteen actions are identified as amber, including one that has not yet started. Corporate Leadership Team (CLT) will be reviewing progress on these actions.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- steve.hems@north-norfolk.gov.uk

Links to key documents:	
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 2024/25 is implemented as planned will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

Corporate Governance:	
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 and Action Plan 2023-24 approved by Full Council on 17 July 2023. Corporate Plan 2023-27 Action Plan 2024-25 approved by Cabinet 6 November 2023.
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1. Purpose of the report

The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2024-25 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

2. Introduction & Background

The Corporate Plan 2023-27 Action Plan 2024-25 was approved by Cabinet at their meeting on 6 November 2023. This report shows the progress made to the end of September 2024 in implementing the Action Plan 2024-25, identifies any issues with individual actions and puts forward proposals for how these would be addressed.

This report is now a report from the Performance and Productivity Oversight Board, chaired by Steve Hems. The Performance and Productivity Oversight Board will have a critical role in monitoring and challenging our corporate performance.

3. Overview of progress

3.1 Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary

Quarter 2 from July to September 2024

RAG status	No. of actions
Red	1
Amber	16
Green	27
NA	0
Missing data	0
Total	44

Stage	No. of actions
Not Started	2
In Progress	38
Completed	4
Cancelled	0
Missing data	0

Total	44
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Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	1	0	0
Amber	1	15	0	0
Green	1	22	4	0
NA	0	0	0	0

The progress report shows that twenty-two of the actions are in progress and on track and four completed, although one action is identified as red and sixteen actions are identified as amber, including one that has not yet started. Corporate Leadership Team (CLT) will be reviewing progress on these actions.

KEY

Red = Actions will not deliver planned outcomes without significant interventions

Amber = Actions off track but with changes being made will achieve planned outcomes

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.2 **Details of all Actions**

To review the updates for all the actions please see Appendix A Action Plan 2024-25 Progress Updates – Quarter 2 2024-25.

4. **Corporate Priorities**

This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 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**

There are no financial or resource implications arising from the report.

Comments from the S151 Officer:

There are no financial or resource implications arising from the report.

6. **Legal Implications**

There are no legal implications from this report.

Comments from the Monitoring Officer

There are no specific governance issues apparent from this report.

7. Risks

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plan 2024-25. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

8. Net Zero Target

The Corporate Plan 2023-27 Action Plans 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

The Corporate Plan 2023-27 Action Plans contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & 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

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

11. Conclusion and Recommendations

The progress report shows that twenty-two of the actions are in progress and on track and four completed, although one action is identified as red and sixteen actions are identified as amber, including one that has not yet started. Corporate Leadership Team (CLT) will be reviewing progress on these actions.

Cabinet is recommended to note this report.

Action Plan 2024/25

Updates for quarter 2 2024/25 - July to September 2024



Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
	Use the filter to find your actions		Use Drop Down	Use Drop Down	
1 Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	The initial response from the Planning Inspector was delayed by the general Election and not received until July 2024. The way forward was considered by the Council's Planning Policy and Built Heritage Working Party on 10th October 2024 - and will now be reported to Cabinet in November 2024. Adoption now likely in Spring 2025.
2 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 and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	In Progress	Green	Our carbon footprint for 23/24 has been calculated and is currently being presented with accompanying report through the Council's governance system. When approved this will be available on the Council's website. 62 staff have received carbon literacy training of which 47 have received official certification. All remaining staff have now been offered carbon awareness training with over 200 staff participating. A video tutorial is available on the intranet for those who could not attend. Further sessions are planned for members who have not yet to attended.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
3	Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	In Progress	Green	The project team has completed the procurement of a contractor for the photovoltaic installation at Victory Swim and Fitness Centre and work on site is due to commence shortly. This project is fully funded by Sport England. The Council is working with County colleagues to access government funding to enhance our current offering. An EV strategy is being prepared. An application for a Public Sector Decarbonisation Scheme grant to assist the decarbonisation of the main Council offices in progress, this includes the potential to increase the office's PV array.
4	Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Emily Capps	Greener: Waste: 1 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	Amber	Work has started on the Project documentation required for both the commercial and domestic food waste collections. An options appraisal has been presented and discussed at Business planning. Work through the Norfolk Waste Partnership has begun re communications and a strategy for this element.
5	Undertaking a review of our open spaces maintenance regimes with the objective of increasing carbon efficiency and encouraging areas of increased biodiversity by September 2024 and implement new arrangements from the 2025 growing season.	Emily Capps	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Resource limitations (no environmental services manager) has meant that this work has not developed at pace.
6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Green	The schemes are being implemented in accordance with the latest programme revision, with Cromer expected to be completed this winter and Mundesley next spring

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
7 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.	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Continued progression. Please request Coastwise Board Programme Update for current work package progress.
8 Produce and publish a Rural Strategy and Action Plan by June 2024	Martyn Fulcher	Communities: Engaged: 1 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	Amber	Initial scoping exercise undertaken.
9 Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities from April 2025.	Steve Hems	Communities: Engaged: 1 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	Not Started	Amber	This work has been delayed by other priorities and the calling of the General Election. Work to progress this will be started shortly and it is planned for the survey to go out early in 2025.
10 With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	Communities: Health: 2 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	Funding was secured from a range of sources including The North Norfolk Health and Wellbeing Partnership, Better Care Fund and Local Place Board Community Transformation fund enabling the continued employment of the Community Connector Team to deliver
11 Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Green	Public Convenience upgrades will be complete at the Lees at Sheringham by November 2024 and Albert Street in Holt is anticipated for completion early in 2025.
12 Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	In Progress	Green	Conversations are ongoing regarding the best approach to take for this between officers and members.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	This partnership continues to deliver across the district with several new funds obtained and projects started in the last quarter.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The announcement in the Autumn Statement of 2023 included the funding of the Fakenham Leisure and Sports Hub proposal. The Council has complied with the validation process set out by Government although the funding has not been confirmed due to the change of Government administration. This action is complete and it is suggested that should funding be confirmed at the end of October that a new action for the 2025/26 Annual Action Plan is included for the delivery of the build aspect of the project.
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business case to be prepared by March 2025.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	External funding has been difficult to identify but we are working on a project which could see the anticipated costs of this project reduced significantly.
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	Cromer 3G pitch application has now been submitted with an expected January decision. The Fakenham project is about to start and officers are meeting the new committee at NWTFC next week regarding that potential project.
17	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. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	The data analysis is underway and a flyer with localised information will be sent to all Parish and Town Councils in late October

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Communities: Engaged: 1 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	Support continues to be provided and our webpages updated regularly and updates provide via Portfolio Holder reports to Council. Wells-Next-The-Sea Plan has been formally 'made' over the summer (2024).
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	In Progress	Green	Nutrient Neutrality solutions being progressed via NEC Ltd and directly with local landowners. Septic Tank conversion and Reverse Osmosis initiatives now being progressed with a view to credits being available to purchase by developers by end of December 2024.
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	In Progress	Red	Norfolk Authority Leadeers are still in negotiation with NCC regarding this.
21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	A pipeline of sites has been identified and progress with developing these is regularly discussed with our partner Registered Providers
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year 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-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.	Emily Capps	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	In Progress	Green	Despite a 50% temporary reduction in staff since August 2024, cases are being investigated in a timely manner. It is fortunate that the staffing reduction has occurred during the summer rather than busier winter months. A new team member is due to start in November 2024, this will ensure continuation of the service and generate capacity for policy review as highlighted in the recent audit.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	Strategy completed. Summary document being finalised, together with updated data appendices. Implementation is ongoing
24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	In Progress	Green	A Business engagement strategy is being formulated, which will include appropriate events and techniques for fostering engagement with and between businesses.
25	Be a lead advocate and facilitator in establishing 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.	Steve Blatch	Economy: Infrastructure: 2 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	The council is working with National Gas and is staging a Summit Event of key partners and stakeholders to promote the opportunities at the Bacton Energy site presented through decarbonisation of the existing natural gas supply operations, carbon capture storage and the potential of hydrogen production and transmission into the future. This event is to be held in January 2025.
26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Economy: Thriving Business: 1 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	Amber	HSTF events have been held to identify most appropriate ways forward
27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Economy: Thriving Business: 1 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	Amber	liaison, engagement is ongoing and options continue to be explored. It is hoped that the banking hub in Holt will be open in January 2025.
28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	Continuous liaison occurs. Support given to VNN's autumn networking event/conference. VNN continues to provide engaging marketing collateral and has developed and implemented business training and support events.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	In Progress	Green	Continue to actively manage the implementation of the programmes and to ensure careful management of remaining funds to maximise delivery
30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Liaison continues with appropriate external organisations and stakeholders. Meetings have been held with Anglian Water, Broadland Agricultural Water Abstractors Group and Water Resources East. Further meetings with local businesses affected by water supply issues are planned.
31	Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the "digital divide" which exists in the district.	Martyn Fulcher	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	Not Started	Green	Scoping exercise being undertaken to identify relevant stakeholders and material issues to be addressed.
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Amber	liaison with relevant stakeholders in relation to potential sites are ongoing
33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	Skills forum is emerging from discussions in partnership with NCC

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	The Peer Review Team were due to attend North Norfolk to assess the progress that we were making against our Peer Challenge Action Plan in July, but this visit was postponed due to one of the team being taken ill. The visit has now been rearranged for 12 December 2024.
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) 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. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Amber	The final report from EELGA regarding the IT service review has been received and CLT will be looking to action some of the outcomes in the coming months. The Licensing service review is now underway as the previously vacant management position has now been filled.
36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	Good progress is now being made on the Plan actions and the matter is being considered by Overview and Scrutiny Committee on 16th October 2024. The O&S report includes a detailed progress update on all outstanding elements of the Plan.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong, Responsible and Accountable Council theme in terms of value for money and sustainable financial position.	Nicky Debbage	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An initial analysis was undertaken by officers. Colleagues from EELGA are now supporting a more in-depth review
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self- service options.	Steve Hems	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	In Progress	Amber	The Customer Services Team have continually updated processes and introduced new technology as part of the process of continuous improvement. The complaints process has been updated and will shortly be ready for adoption in readiness for the introduction of a new complaints code of practice from the LGSCO. There will be a wider service review as part of the corporate activity around service reviews and this will fully address the action within the Annual Action Plan.
39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	This is ongoing with a report due to Cabinet in December. Car parking fees and charges will be discussed and agreed at the Cabinet meeting in November.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	Council: Opportunity: 1 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	Amber	An Asset Management Plan has been prepared for some time and has been awaiting feedback. A new Assistant Director has been recently appointed, who has yet to see a copy and I will issue it to him for review.
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	Council: Opportunity: 1 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	Advice has been received that a Trading Company is not recommended and that future management option of the beach huts and chalets should consider other opportunities. The annual beach huts and chalet report to Overview and Scrutiny has been prepared, which details a range of management options.
42	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Draft version of the document has been received and forwarded to CLT for discussion, some amendments required to ensure consistency with the Learning and Development Strategy which will be released at the same time as the Organisational Development Plan
43	Further develop and embed our Youth Council work	Emma Denny	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	In Progress	Amber	Capacity issues.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for October in red)
44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Amber	Work is ongoing and the backstop dates should be met. However accounts will be issued with a disclaimed opinion in line with the latest regulations.

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Residential Solar Advice and Installations	
Executive Summary	<p>The Council's Environmental Charter has pledged the authority to assisting the wider North Norfolk district in achieve net zero carbon emissions by 2045. Furthermore, the Council has set out in its latest Corporate Plan and Annual Action Plan specific goals and objectives to help achieve this, including "Supporting homeowners upgrade the environmental performance of their homes". This is in recognition of the 22% of UK emissions that are produced by domestic heating, lighting and appliances.</p> <p>This paper sets out a proposal for the provision of advice and 'signposting' to householders considering the installation of solar panels.</p>
Options considered	<p>Option 1 – Residents bulk Purchasing Scheme Option 2 – Promote trusted traders from Norfolk County Council website (not exclusive and could also be coupled with the recommended option) Option 3 - The Council sets up its own bank of recommended designers and installers Option 4 Continue to promote solar panels only to those eligible for financial assistance (Do Nothing) Option 5 Partner with a solar advice and installation service (Recommended option)</p>
Consultation(s)	The proposals and the options have been considered by CLT.
Recommendations	<p>To contract with the most suitable company to deliver a combination of solar modelling and impartial advice with optional managed installation for north Norfolk householders at no cost to the Council.</p> <p>To delegate authority to the Director for Place and Climate Change to reach a suitable agreement with an appropriate contractor.</p>
Reasons for recommendations	<p>To help meet the corporate objective: "Supporting homeowners upgrade the environmental performance of their homes."</p> <p>To encourage and support homeowners who can afford to pay for home improvements to upgrade the environmental performance of their homes in line with the Council's corporate objective at minimum cost and risk to the Council.</p>
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr Adam Varley
Contact Officer	Kate Rawlings, Climate and Environmental Policy Manager, Kate.rawlings@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Our Greener Future: Supporting homeowners upgrade the environmental performance of their homes.
Medium Term Financial Strategy (MTFS)	The recommended approach gives the opportunity to provide a service to residents that will help them manage their ongoing energy costs and reduce their carbon emissions whilst also reducing the district's carbon footprint at minimum cost to the Council.
Council Policies & Strategies	Net Zero Strategy and Action Plan

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

1. Purpose of the report

- 1.1 In the Environmental Charter the Council has pledged to help the wider district to achieve Net Zero by 2045. This includes helping households to decrease carbon emissions from heating and other domestic uses. Solar panels are one possible solution to this issue. Whilst the Council has several schemes to help those who cannot afford to pay, a barrier in knowledge and trusted contractors has been identified for those who can afford to pay.
- 1.2 This report aims to provide a solution to help residents decide if solar panels are suitable for their circumstances and to introduce them to a potential trusted contractor to carry out the installation.

2. Introduction & Background

- 2.1. The Council's Corporate Plan includes an objective: "Supporting homeowners upgrade the environmental performance of their homes". So far, actions have been limited to helping those on lower incomes who are eligible for grants such as ECO4 and HUG2 and providing generic advice on our website. The barrier for many in taking the advice one step further has been the lack of trusted advice as to which traders can carry out installations.
- 2.2. Solar derived energy is generally an easy low carbon intervention with households as it is non-intrusive, can be installed with minimum disruption, is highly visible and offers an instant saving on energy bills. In terms of wider district emission targets, solar panels provide locally produced renewable energy, with an average saving of 1.3 – 1.6 tonnes of CO₂ per year from each household.

- 2.3. Many households are interested in solar panels for the reasons stated above. If they are eligible for grants, they are helped through the process as the grant includes advice and access to traders who are managed through the scheme. However, for those who are not entitled to the assistance the next step of getting impartial advice on a suitable scheme e.g. how many panels, return on investment and/or inclusion of batteries and then finding an installer often puts households off from exploring this any further.

3. Proposals and Options

3.1. Option 1 – Residents bulk Purchasing Scheme

There is a company known to run a bulk purchase offer available to local authorities. Residents in participating local authority areas can benefit from the bulk buying and installation of solar panels to potentially get a cheaper deal.

This option is not recommended as the emphasis of the scheme is on reducing the cost of solar panels rather than finding the best solution for a resident. Also, there are costs associated with promoting the scheme which the Council is contractually obliged to meet. The scheme is time limited and not always available. Finally, the company which runs the scheme matches the installer with the resident but does not manage or remain liable for any of the installation increasing the level of risk.

3.2. Option 2 – Promote trusted traders from Norfolk County Council website

There are eight PV installers listed on the NCC website for Norfolk. None of these are in North Norfolk. Links could be provided links and solar promoted to our householders, directing them one of these traders. In addition, research could be carried out to see if there are any installers based in north Norfolk and encourage them to register on the site.

This option could be pursued in any event (in conjunction with the recommended option) but is not recommended as a sole solution as it is unlikely to produce a significant step change in solar PV delivery without increasing the resources required from the Council to promote the scheme and engage with installers. However, it does reduce the risk of endorsing one company and the responsibility of managing the trusted traders scheme sits with NCC.

3.3. Option 3 - The Council sets up its own bank of recommended designers and installers

This option is not recommended as it is unlikely to produce a significant step change in solar delivery without increasing the resources required from the Council to promote the scheme and engage with installers. The Council does not currently have the expertise to manage a bank of recommended designers and installers. However, it does reduce the risk of endorsing one company.

3.4. Option 4 Continue to promote solar panels only to those eligible for financial assistance (Do Nothing)

The Council would continue to provide generic advice on solar panels via its website without providing information on next steps in the process this would only be available to residents who were eligible for government grants (which will continue in any event, as long as the funds exist).

This option is not recommended as an alternative to the recommended option as it is likely to substantially limit the number of 'able to pay' households investing in solar panels, since choosing a designer and/or installer is a known barrier to project progress for such householders.

3.5 Option 5 Partner with a solar advice and installation service.

There is a company known to offer a no obligation solar advice service for householders. This uses their own modelling software to design the best solution for individual circumstances without the need for the company to look to maximise their sale or own profit. Should a customer choose to go ahead with the installation, then the company will subcontract the installation to vetted local suppliers, but they remain responsible for the work and continue to be involved in the installation and aftercare.

This option (option 5) is recommended as it is a continuous service (not periodic, annual or one-off) and the company has a direct relationship with the interested householder throughout the process. Discussion can be held with the company about the best way to market the scheme, but there would be no obligation to spend a minimum amount and the Council is free to make the best use of existing promotional channels. The company already works with a number of significant external bodies, including another local authority.

4. Corporate Priorities

This project aligns with Our Greener Future Priority:

Continue our journey to Net Zero by

- Introducing significant new projects which deliver on our Net Zero ambitions
- Supporting homeowners upgrade the environmental performance of their homes
- Strengthening the ability for local communities to deliver on local environmental ambitions and priorities

5. Financial and Resource Implications

5.1. No additional capital or revenue budget is required for this scheme.

5.2. The project will be managed by existing staff within the Climate and Environment team

5.3. There will be a small amount of resource in the first instance (to set up the scheme) required from legal, communications and IT.

Comments from the S151 Officer:

There are no financial costs associated with this proposal. The scheme does need to be monitored to ensure that proper advice and installation continues into the future. There is a reputational risk in being associated with a scheme delivered by a third party if the scheme fails or is delivered below a good standard.

6. Legal Implications

- 6.1. The Council will enter into a contract with the company to administer a scheme to provide appropriate impartial advice and modelling for north Norfolk householders at no cost to the Council.
- 6.2. As this contract has no value, the Council's usual procurement rules do not apply. The Council has only been able to establish that there is one company providing such an offer. The Council has issued a Voluntary Ex-Ante Transparency (VEAT) Notice to make sure that we have fully explored the market and allow any challenge. The VEAT will expire on 24 October 2024.
- 6.3. The Council will not enter into a contract for the installation of any solar panels – any contract will be between the householder and the installer.

Comments from the Monitoring Officer

The Council could enter into such an agreement providing members are satisfied that it is in accordance with the Council's advertising and sponsorship policy, in particular paragraphs 2.3 and 2.4 of the policy, detailing the necessity for such to align with the Council's goals. A link to our policy is set out here:

nnorfolkdc.sharepoint.com/sites/RecordsCentre/NNDC/Records/Forms/AllItems.aspx?id=%2Fsites%2FRecordsCentre%2FNNDC/Records%2FSponsorship_and_Advertising_Policy%2Epdf&parent=%2Fsites%2FRecordsCentre%2FNNDC/Records

The Council would need to ensure that there are adequate safeguards in any contract and in any advertising to protect the Council, including an adequate disclaimer, and transparency as to any payments made. Further contact with eastlaw may assist with ensuring there are sufficient clauses within the contract to protect the Council's interests and reputation

7. Risks

- 7.1. Endorsing or promoting any company provides a potential reputational risk to the Council. This would need to be mitigated by carrying out due diligence on any company before entering into the agreement and whilst the partnership is active.
- 7.2. Many 'able to pay' households miss out on cheaper and greener electricity because they do not know who to use for advice and installation. Whilst recommending one company, the Council will make it clear that other companies are available, and customers should get other advice and quotes for comparison (signposting to the Trusted Trader scheme will help mitigate any risks).

- 7.3. The Council could equally be exposed to a reputational risk by doing nothing in this area having identified a barrier to installation and then not helping residents to overcome it.
- 7.4. Doing nothing increases our risk of failure to meet the Council's Net Zero targets and Corporate Plan objectives.
- 7.5. Legal risk is minimised as the customer does not have a direct contract with the Council.
- 7.6. As the contract has no value the Council's normal procurement rules do not apply however to mitigate any risk from challenge and to ensure that the Council has considered all options available in the market, the Council has issued a Voluntary Ex-Ante Transparency (VEAT) notice.

8. Net Zero Target

- 8.1 The Council's Net Zero Strategy and Action Plan has successfully prioritised and installed solar PV on many of the Council's assets including the Council Office and the carport at the Reef Leisure Centre. Part of the legacy of these projects is to inspire residents to also invest in solar technology.
- 8.2 In the Environmental Charter the Council has pledged to help north Norfolk decarbonise by 2045. It has said it will look beyond its own estate to work alongside residents to influence positive change and reduce carbon emissions. This proposal is considered to provide a robust way of assisting with this aim.
- 8.3 Whilst delivering other projects, such as Home Upgrade Grants and the Net Zero Communities Project, it has been identified that the knowledge of where to start on these projects and obtaining reliable advice from a properly regulated independent company are significant barriers to action.

9. Equality, Diversity & Inclusion

- 9.1. The purpose of this project is to increase the number of residents who can make an informed decision on whether solar panels are suitable for their property and individual circumstances.

10. Community Safety issues

- 10.1. No community safety issues have been identified.

Conclusion and Recommendations

The Council has a corporate objective of "Supporting homeowners upgrade the environmental performance of their homes." The Council already has a number of schemes to assist households that cannot afford such improvements but other projects have identified barriers that prevent those who can afford to pay from moving forward with home energy improvements. This proposal has identified a solution that will help

overcome some of these barriers by providing practical advice and installation services about solar panels for north Norfolk householders via a third party.

Recommendations:

- To contract with the most suitable company to deliver a combination of solar modelling and impartial advice with optional managed installation for north Norfolk householders at no cost to the Council.
- To delegate authority to the Director for Place and Climate Change to reach a suitable agreement with an appropriate contractor

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