

# Cabinet



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Friday 25<sup>th</sup> April 2025

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Tuesday, 6 May 2025 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](mailto:democraticservices@north-norfolk.gov.uk).

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. This meeting is live-streamed: [NNDC eDemocracy - YouTube](#)

**Emma Denny**  
**Democratic Services 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

**Chief Executive:** Steve Blatch

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## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. MINUTES**

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 31<sup>st</sup> March 2025.

**3. PUBLIC QUESTIONS AND STATEMENTS**

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

**4. DECLARATIONS OF INTEREST**

7 - 12

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

**5. ITEMS OF URGENT BUSINESS**

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

**6. MEMBERS' QUESTIONS**

To receive oral questions from Members, if any

**7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee for consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules:

There were no recommendations made to Cabinet by the Overview & Scrutiny Committee at the meeting held on 9<sup>th</sup> April 2025.

**8. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN 2024-25 - TO END OF QUARTER 4 - 31 MARCH 2025**

13 - 24

<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
<b>Options considered</b>	Not relevant.
<b>Consultation(s)</b>	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.

<b>Recommendations</b>	Cabinet is recommended to note this report.
<b>Reasons for recommendations</b>	The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2024-25

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

## 9. PROCUREMENT OF VEHICLES AND CONTAINERS FOR A WEEKLY FOOD WASTE COLLECTION SERVICE

25 - 32

<b>Executive Summary</b>	<p>This report outlines the requirement to commence the procurement process for new vehicles, caddies and bins for the collection of food waste across the District.</p> <p>This is to be delivered by Serco on behalf of the Council.</p>
<b>Options considered</b>	<p>Procurement of the vehicles, caddies and bins with delegated authority for the Director of Communities to award contracts as necessary provided the costs are within the allocated budget.</p> <p>Commence procurement of the vehicles, caddies and bins but with approval from Cabinet once procurement process has been completed. This option is not recommended as the delay may result in vehicle orders being pushed back further in the supply chain resulting in a further delay in implementing the new service.</p> <p>Not to progress the procurement of vehicles or equipment associated with the delivery of a food waste service. This option is not recommended as it is in breach of the legislation and could result in legal action being</p>

	taken against the Council.
<b>Consultation(s)</b>	Not applicable
<b>Recommendations</b>	To give delegated authority to the Corporate Director of Communities and The Section 151 officer (in consultation with the Portfolio Holder for IT Environmental and Waste Services and the Portfolio Holder Finance, Estates and Property Services) to pursue the procurement of Vehicles and equipment required to deliver a separate weekly food waste collection service in the area of North Norfolk District Council.
<b>Reasons for recommendations</b>	To ensure compliance with the introduction of a new legislation
<b>Background papers</b>	None

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr C Ringer
<b>Contact Officer</b>	Emily Capps – Assistant Director Environmental and Leisure Services – 01263 516274

## 10. NORTH NORFOLK VISITOR CENTRE LETTING

33 - 44

<b>Executive Summary</b>	<p>Following the Cabinet decision 20/01/25 to cease operation of the visitor information provision at the North Norfolk Visitor Centre (NNVC) and advertise it to let.</p> <p>This report has been prepared to allow Cabinet to review the offers received for the property and make a decision on its future use.</p> <p>Following advertising of the premises on the open market, eight bids were received for the lease of NNVC. Due diligence has been undertaken on each of these bids with Proposal 1 being considered to offer the best financial consideration and offers wider social and economic benefits to the district. If Proposal 1 does not progress it is recommended options 2-8 should be reconsidered.</p>
<b>Options considered</b>	A variety of bids with different use options have been received and considered in detail.

	<ol style="list-style-type: none"> <li>1. Proposal 1 (Dentist) outlined in the exempt Appendix A would demonstrate best financial consideration in accordance with s.123 Local Government Act 1972 and is the option recommended by officers</li> <li>2. The remaining proposals are not considered to present the best financial consideration. They should however be considered in the event that the lease for Proposal 1 is not secured.</li> </ol> <p>An alternative option to dispose of the premises was considered and discounted due to the lettable space forming part of the public convenience which the Council wishes to retain and the potential for the space to generate a good level of rental income.</p>
<b>Consultation(s)</b>	<p>Cllr Lucy Shires - Portfolio Holder for Finance, Estates &amp; Property Services.  Cllr Tim Adams- Leader of the Council - Portfolio Holder for Executive Support &amp; Legal Services.  Tina Stankley- Director for Resources &amp; S151 Officer  Cara Jordan - Monitoring Officer  Steve Blatch – Chief Executive</p>
<b>Recommendations</b>	<p>Resolution for Cabinet to approve:</p> <ul style="list-style-type: none"> <li>• Approval to enter into the lease set out Proposal 1 as outlined in the Exempt Appendix A which demonstrates best consideration and in accordance with s123 of the LGA Act 1972, with delegated approval granted to the Asset Strategy Manager to agree the exact terms for the legal agreement.</li> <li>• Approval to grant delegated approval to the Portfolio Holder for Finance, Estates &amp; Property Services in consultation with The Chief Executive to enter into one of Proposals 2-8 in the event that Proposal 1 does not proceed.</li> </ul>
<b>Reasons for recommendations</b>	<p>Leasing the property utilises the space made available by ceasing the tourist information centre provision generating income that can be used to fund Council Services.</p>

	Granting delegated approval to the Portfolio Holder for Finance, Estates & Property Services in consultation with The Chief Executive to enter into one of Proposals 2-8 in the event that Proposal 1 does not proceed allows a decision to be made in the event that neither Proposal 1 does not progress to avoid unnecessary delay.
<b>Background papers</b>	<b>NA</b>

<b>Wards affected</b>	Cromer Town being the ward in which the property is located, but the future use has the potential to impact on surrounding wards and the wider district.
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Milo Creasey (Surveyor) Renata Garfoot (Estates and Asset Strategy Manager)

## 11. 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 3 of Part I of Schedule 12A (as amended) to the Act.”

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

This paragraph relates to:

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

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

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

**12. PRIVATE BUSINESS**

45 - 52

Exempt Appendices A & B – North Norfolk Visitor Centre Letting.

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## CABINET

**Minutes of the meeting of the Cabinet held on Monday, 31 March 2025 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 H Blathwayt
Cllr J Toye	Cllr A Varley

#### **Members also attending:**

Cllr J Boyle, Cllr C Cushing, Cllr N Dixon, Cllr A Fitch-Tillett, Cllr Dr V Holliday

#### **Officers in Attendance:**

Director for Communities, Chief Executive, Assistant Director for Finance, Assets, Legal & Monitoring Officer and Housing Strategy and Delivery Manager

#### **Apologies for Absence:**

Cllr A Brown  
Cllr C Ringer  
Cllr L Withington

### **33 MINUTES**

The minutes of the meeting of Cabinet held on 03 March were approved as a correct record and signed by the Chairman.

### **34 PUBLIC QUESTIONS AND STATEMENTS**

None received.

### **35 DECLARATIONS OF INTEREST**

None received.

### **36 ITEMS OF URGENT BUSINESS**

None.

### **37 MEMBERS' QUESTIONS**

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

### **38 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

The Chair of the Overview & Scrutiny Committee, Cllr N Dixon, informed Cabinet

that there were no recommendations from the meeting held on 12<sup>th</sup> March but that there was an updated recommendation from the meeting of the committee held on 12<sup>th</sup> February, which had been agreed when the draft minutes were presented for approval.

He explained that the agreed recommendation for the Corporate Plan Action Plan 2024/2025 – Mobile Phone Coverage was as follows:

‘To ask the relevant portfolio holders and directors to review options to improve mobile signal hot spots, not spots and the reasons why mast applications fail and communicate actions to residents and businesses’.

It was RESOLVED

to accept the above recommendation from the Overview & Scrutiny Committee:

### **39 LOCAL AUTHORITY HOUSING FUND ROUND 3 - FUNDING FOR TEMPORARY ACCOMMODATION**

Cllr W Fredericks, Portfolio Holder for Housing & Benefits, introduced this item. She explained that the Council had been successful in bidding for Round 3 funding through the Government's Local Authority Housing Fund (LAHF). It was proposed to use the £588,000 of LAHF grant to help purchase a further six units of Temporary Accommodation for homeless households. Through negotiations with the Ministry of Housing Communities and Local Government, the Council had been given permission to purchase our initial request of six homes in the LAHF grant agreement, meaning that the Council would receive £588k grant for six homes, but the purchases would all be exempt from Stamp Duty.

The Chairman invited members to speak:

Cllr Dr V Holliday said that she welcomed the proposals. She said that the report referred to management and repair costs as part of the ongoing costs and queried whether there was a business case underpinning the proposal.

The Housing Strategy & Delivery Manager replied that there was a business case which compared the cost of between using paid for nightly bed and breakfast temporary accommodation versus NNDC housing stock and it showed a considerable saving as well as an improved quality of experience. She added that an external ‘value for money’ review had been carried by the East of England Local Government Association (EELGA) which supported NNDC's investment in temporary accommodation. Cllr Fredericks added that the housing benefit received by claimants went towards the maintenance of the properties. It was anticipated that there would be 31 such properties in total by the end of year.

Cllr C Cushing referred to the £900k allocated from second homes council tax income for housing projects and asked about the level of risk associated with this funding stream as it was only an estimate. Cllr Fredericks replied that the £900k was a conservative estimate and it was anticipated that it was likely to be nearer to £1.3m. The additional money would go towards funding the building of affordable homes in the district. The Chairman added that spending on nightly temporary accommodation had been hugely reduced.

Cllr L Shires, Portfolio Holder for Finance, said that when the income from the second homes council tax was calculated, a variation of approximately 35% was

factored in to avoid over-estimating so she was confident that the level of risk was low.

It was proposed by Cllr W Fredericks, seconded by Cllr T Adams and

RESOLVED to

It is recommended that Cabinet:

1. Agree to accept the £588,000 of Local Authority Housing Fund grant
2. Use the LAHF grant to part fund the purchase six further units of temporary accommodation, with one to be prioritised for Afghan resettlement households.
3. Seek approval from full Council to allocate £0.9m of the additional income from the Second Homes Premium (both from the County Council and District Council elements) as match funding for the LAHF grant.
4. Give delegated authority to the Section 151 Officer, in consultation with the Portfolio Holder for Housing and Peoples' Services, to agree the actual purchases of up to six properties (within the identified budget limits).

Reasons for the decision:

To seek approval for the Council to accept the LAHF grant and use the grant to help acquire further homes to use as temporary accommodation

#### **40 COASTAL MANAGEMENT - BUDGET FOR REACTIVE COASTAL WORKS**

Cllr H Blathwayt, Portfolio Holder for Coast, introduced this item. He explained that the North Norfolk coast was very dynamic and unpredictable and when works were required, identifying an appropriate budget could be time-consuming and subject to debate, as each service area already had its own budgetary constraints and these works often sat between assets which were the responsibility of Coastal Management, NNDC Assets, Property Services or Leisure Services.

It was therefore proposed that a budget was established specifically for reactive works, which council services could request access to, but which sat within and was overseen by the Coastal Management team, which was where the technical expertise and oversight of such works resided.

The Chairman invited members to speak:

Cllr A Fitch-Tillett said that there was no central government fund for coastal maintenance and she urged the Portfolio Holder to continue to lobby for such funding via the Local Government Association Special Interest Group (SIG) for the Coast. Cllr Blathwayt confirmed that this was already being done.

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services said that it was a way of collating the money spent on reactive coastal works so that it could be monitored and the Coastal Team could respond quickly to any issues without having to locate funding.

It was proposed by Cllr H Blathwayt, seconded by Cllr L Shires and

RESOLVED to recommend to Full Council:

The establishment of a dedicated cliff works budget (£125k), administered by the Coastal Management Team.

Reason for the decision:

By establishing a dedicated budget for cliff related works, the ambiguity surrounding remedial and emergency works is removed, allowing such issues to be addressed in a timely manner. This new budget provision, which any service area needing cliff related works completed can request access to, should be the responsibility of the Coastal Management team, due to the existing expertise within the team and better ability to align and co-ordinate any necessary spend

#### **41 COAST PROTECTION WORKS AT OVERSTRAND**

Cllr H Blathwayt, Portfolio Holder for Coast, introduced this item. He explained that Overstrand's soft cliffs were protected at the bottom by a sea wall, which also acted as a walkway (promenade), on which the England Coast Path passed. This sea wall comprised a series of integrated concrete defences which, as beach levels had dropped, had become significantly undermined in several places. As a result of the undermining, they had sustained at least two major fractures from top to bottom, undermining the structure above. It was therefore proposed that £1.28m was added to the Capital Programme to be funded by receipts and grant funding and the remaining balance to be covered by borrowing.

The Chairman invited members to speak:

Cllr N Dixon asked why it was not included in the 2025/2026 capital budget that was approved by Full Council in February. The Chairman replied that it had been highlighted at the time that it would be coming forward.

Cllr H Blathwayt explained that the Council's approach to coastal issues was nuanced. It had previously been 'hold the line' but government funding could no longer be relied on and NNDC was having to manage incidents as they arose.

The Assistant Director for Sustainable Growth added that there was grant funding available from the Regional Flood and Coast Committee and this project seemed to match the criteria well. Applications needed to be submitted by 16<sup>th</sup> April.

Cllr Dixon asked for clarity regarding the second recommendation, specifically the following wording: 'to reallocate existing scheme budgets to reduce the level of overall borrowing if it is minded to do so'. The Chief Executive replied that the Corporate Leadership Team (CLT) had been advised in 2024 that work was needed on the seawall but that there was no case for supporting the whole of the wall and that work would be focused on critical areas instead.

Following a further query from Cllr Dixon regarding the reference to the 'context of overall borrowing', the Chairman explained that if the schemes were left as they were, £649k of additional borrowing would be required.

The Monitoring Officer sought clarification on Members' preferred options. The Chairman confirmed that in terms of scope, Option 4 was supported and in terms of financing, Option 1 was preferred.

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

**RESOLVED**

That Cabinet recommend to full Council that it approves the required works to the Overstrand sea wall (option 4 of this report at paragraph 3.9) and that £1.280m be added to the Capital Programme for 2025/26 for this scheme and that this be funded by £0.245m of capital receipts, £0.386m of grant funding if able to obtain grant funding and the balance from borrowing.

That Cabinet agree Option 1 for the financing of the scheme (as outlined in the table at paragraph 1.5 of Appendix A)

That Cabinet recommend to full Council that the scheme be funded by up to a maximum of £1.035m of borrowing. It should be noted that the Council may be able to access grant funding (c. £0.386m) for this scheme and if successful it is proposed that the level of borrowing be reduced to £0.649m.

That Cabinet approve that delegated authority be given to the Assistant Director for Sustainable Growth, in consultation with the portfolio holder for Coast, to procure, design and deliver the scheme, together with the development of any applications for external funding or necessary consents.

Reason for the decision:

To ensure appropriate measures are taken in a timely manner to maintain the integrity of the sea wall at Overstrand for as long as is feasible in the circumstances and in accordance with the Shoreline Management Plan.

**42 DONATION STATION OPTIONS ON CROMER PIER**

Cllr L Shires, Portfolio Holder for Finance, Estates and Property Services introduced this item. She explained that the Council was working towards preserving the future of Cromer Pier and the report set out potential options which would facilitate the public donating towards the costs incurred in maintaining the historic pier. It was suggested that donation stations were piloted over the 2025 summer season to establish if this could provide a viable way for the Council to generate additional revenue to maintain Grade 2 listed structure in sound condition for the future as a key element of North Norfolk's tourism appeal and offer.

The Chairman invited members to speak:

Cllr A Fitch-Tillett asked whether consideration had been given to the charity collection buckets that were operated by Openwide, which managed the Pier on behalf of the Council. The Chairman replied that Openwide had been consulted and that the donation stations would be at distinct, separate locations from the charity buckets. He said that there had previously been donations points at the entrance to the pier. He added that there would be no cash collection to protect from theft and fraud.

Cllr Dr V Holliday asked who would be responsible for the maintenance of the donation stations as they did not always work. The Chairman replied that the external provider would be responsible for the stations. He added that it was felt that turnstile entry would impact on concessions and businesses based on the pier and

that donation points seemed like a good alternative to trial.

Cllr J Boyle, local member for Cromer said that a resident had raised the issue of visitor donations for the pier and that they were supportive of the proposals.

Cllr J Toye said that he was supportive of a six month trial.

It was proposed by Cllr T Adams, seconded by Cllr J Toye and

RESOLVED to

**Approve the purchase of 2 Dona devices to use for the public to make voluntary donations towards the costs of maintaining Cromer Pier for a six-month trial period over the 2025 summer season. This will be funded from the Invest to Save Reserve.**

**Reason for the decision:**

- **Dona already works with a number of other Local Authorities.**
- **With the purchase of a Dona terminal, NNDC will also get a donation webpage and QR code at no additional cost, which can be used to allow donations via our website and social media as well.**

**43 EXCLUSION OF PRESS AND PUBLIC**

**44 PRIVATE BUSINESS**

The meeting ended at 10.51 am.

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Chairman

## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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



**Table 1: Disclosable Pecuniary Interests**

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

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

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

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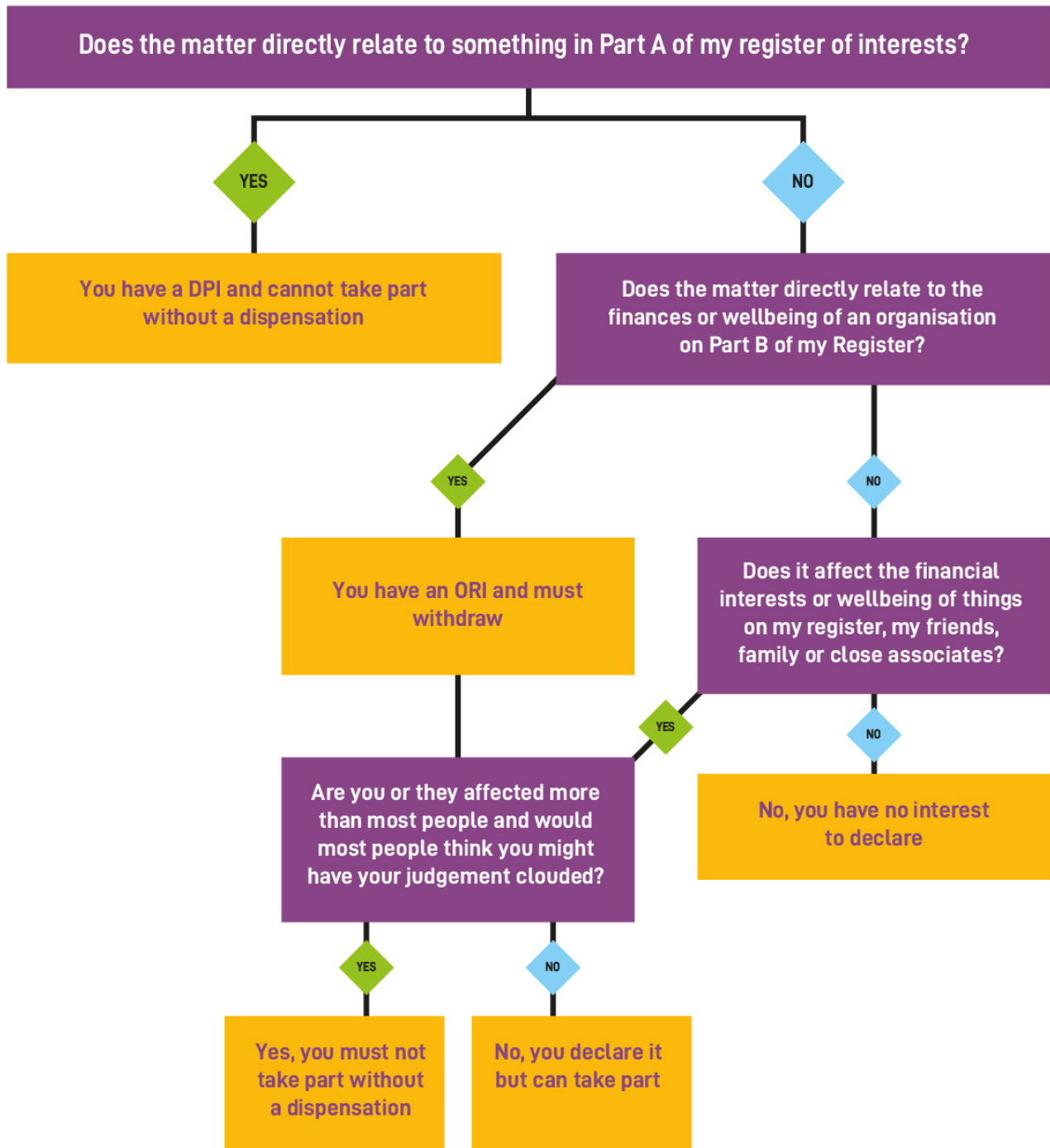
\* 'director' includes a member of the committee of management of an industrial and provident society.

\* '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)



<b>Reporting progress implementing Corporate Plan 2023-27 Action Plan 2024-25 – to end of Quarter 4 – 31 March 2025</b>	
<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
<b>Options considered</b>	Not relevant.
<b>Consultation(s)</b>	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.
<b>Recommendations</b>	Cabinet is recommended to note this report.
<b>Reasons for recommendations</b>	<b>The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.</b>
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2024-25

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

<b>Links to key documents:</b>	
Corporate Plan:	This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2024/25 is implemented as planned will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 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.

## 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 March 2025 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 4 from January to March 2025

RAG status	No. of actions
Red	0
Amber	7
Green	34
NA	3
Missing data	0
Total	44

Stage	No. of actions
Not Started	0
In Progress	24
Completed	18
Cancelled	2
Missing data	0
Total	44

#### Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	1	1
Green	0	19	15	0
NA	0	0	0	1

The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.

#### 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

### 3.1. Details of all Actions

To review the updates for all the actions please see Appendix A Action Plan 2024-25 Progress Updates – Quarter 4 2024-25.

## 4. Corporate Priorities

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

This report is for noting only. Therefore, 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**

This report is for noting only, providing an update on progress, and there are no specific governance issues.

## **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 ZeroTarget**

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.

## **Conclusion and Recommendations**

**The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.  
Cabinet is recommended to note this report.**



# Action Plan 2024/25

Progress updates for quarter 4 2024/25 - January to March 2025



	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
		Use the filter to find your actions	Use drop down		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	Our Greener Future	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	Further Examination Hearings are scheduled to take place in week commencing 7th April 2025. If Plan is found 'sound' by the Planning Inspector it should be adopted during 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	Our Greener Future	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	Completed	NA	The Council's carbon footprint report for 23/24 has been presented to the relevant boards and committees and is published on the Council's website. Senior management have approved the use of a climate impact assessment tool, and other measures to allow officers to produce a more detailed analysis of the impacts of projects and policies on Net Zero in Council reports. The initial programme of carbon literacy and carbon awareness training for staff and members has been completed with further training materials available on the intranet. Training will be available for new starters as required. 62 staff and 23 members have received carbon literacy training of which 53 and 10, respectively have received official certification. 200+ additional staff have received carbon awareness training. In recognition of this, the Council has been awarded Bronze Accreditation by the Climate Literacy Project.	Green
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	Our Greener Future	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	NA	Solar PV was successfully installed on Victory Swim and Fitness in December 2024. A high level feasibility study has been carried out for a solar carport on a further council car park. Feasibility studies have been carried out on 5 council car parks for public EV charging points - these are awaiting information from UKPN on electricity supply and the Council's legal team on land issues.	Green
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	Our Greener Future	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	Green	Presentation at Business Planning 31st March 2025. Awaiting further details from contractor before the presentation of a full business case. Anticipated in the next month, once proposal has passed through contractors governance process. Paper at Full Council 23rd of April 2025 relating to vehicle and equipment procurement.	Green
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	Our Greener Future	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	Investigations are ongoing with Serco, the contractor, regarding alternatives to summer and winter bedding to reflect climate change and it increase biodiversity across the public spaces the Council maintains. The Council has stopped the use of glyphosate on the contract since March 2024 and alternative methods of weed control across future growing seasons.	Amber
6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Amber	Main works at Cromer have been completed and celebration event held in February 2025. Rock works have been completed at Mundesley and concreting works ongoing. Current programme showing works to be completed early Summer 2025. Environment Agency funding has now all been approved and being drawn down. Balance of costs vs funding ongoing by project team.	Green
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	Our Greener Future	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	Ongoing progress with reporting to Project Board and Environment Agency in quarterly intervals. Momentum developing with next phase to move forward with strategic and community erosion and transition plans. Nature of the work (being new and innovative) and it being essential to involve communities, is complex and needs time, this is a risk without clarity over longer term timeframes of the programme, government spending review etc. Lots of positive progress overall.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
8	Produce and publish a Rural Strategy and Action Plan by June 2024	Stuart Quick	Developing our Communities	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	Rural Position statement being prepared to inform the strategy and provide a baseline.	Green
9	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities from April 2025.	Steve Hems	Developing our Communities	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	The Council has undertaken a number of consultation exercises specific to relevant subject areas in order to provide opportunity for residents to feel informed and have opportunity to comment on areas of the council's work that are relevant to them. During 2024 consultations and event took place as follows : Review of polling districts and places, Council Tax support scheme, Local Plan: Further Consultation on Proposed Changes, North Walsham High Street Heritage Action Zone Impact Survey, Coastwise Survey, Holt Country Park Visitors Survey and various PositiviTea events. During 2025 the following consultation have taken place or are currently under way: Car Park consultation, North Lodge Park consultation, Gambling Statement of Principles consultation, Taxi and Private Hire Policy and Handbook consultation, Norfolk Local Nature Recovery Strategy (LNRS) consultation, Cromer Pier Survey, Housing Allocation Service Review survey, and Grant scheme feedback. Further consultations will be undertaken as appropriate. Some of those planned are: Countryside Surveys and PSPOs dog restrictions for non-coastal public areas.	Green
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	Developing our Communities	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	Completed	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 projects on Frailty, High Intensity Users and the roll out of community engagement PositiviTea events. We have been funded by Age UK to develop Age Friendly Communities. We have continued to deliver the Household Support Fund. These projects will continue to be delivered until 31/03/2025.	Green
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	Developing our Communities	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	Completed	Amber	There are no plans to deliver any more accessible toilets in 2026 and 2027. The Council will have provided 5 changing places toilets (and refurbished the existing toilets at the same sights) in Wells, Fakenham, North Walsham, Sheringham and Holt by the end of 2024/25 over a two year period. The provision of the CPTs has been possible with having received some grant funding for the project. The Council plans to update the toilets at Holt County Park including improving the drainage system.	Green
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	Developing our Communities	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Cancelled	NA	Following conversations between officers and the Leader it has been agreed to no longer pursue this action.	NA
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	Developing our Communities	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.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous 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	Developing our Communities	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.	Green
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	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The business case for the provision of electricity at Holt County Park was provided as part of the case for a capital allocation. The preferred option for the installation of electricity is across a local landowners field, however he has stated that he is not interested in having conversations about this at present. We intend to go back to him with a final offer before reviewing our options. External funding has been secured for a project to build an eco classroom on site at Holt CP. It is therefore appropriate that this action is completed, and the delivery of the project is dealt with through the Project Oversight Board.	Amber
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	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	Work on installing Cromer 3G pitch commenced in March and is set to be complete in early June. This will be the first pitch of this kind in the district. The Football Foundation are still very keen to work on projects in the other two priority towns in the district. Fakenham will commence as soon as a lease is agreed with Fakenham Town Council for the grassed area next to the sports centre. For North Walsham we are waiting on the new committee to agree the lease and then will re-open conversations with the club about this project. Colin met with Norfolk FA recently who are fully supportive of all three projects still.	Amber
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	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Annual data shared with all Town & Parish Councils in November/December 2024, with offer to attend future meetings. Position at April 2025 to be reported shortly.	Green
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Meeting our Housing Need	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	Promotion continuing via discussions with various Town and Parish Councils	Green
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	Our Greener Future	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	Completed	Green	Mitigation schemes now up and running via NEC Ltd. Credits being sold to facilitate developments within North Norfolk. Meetings held with NEC Ltd to ascertain any unregistered interest, so to ensure that proposed developments within North Norfolk are prioritised before any wider release of credits.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
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	Meeting our Housing Need	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	Completed	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. <b>The Council's budget and collection of second homes premium for 2025/26 was approved by full Council on 19 February 2025.</b>	Green
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	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Whilst delivery on 2024/25 is below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission	Green
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	Meeting our Housing Need	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	Completed	Green	01/04/2024 to 31/03/2025- HMO License applications 10, Housing Health and Safety Rating System (HHSRS) inspections 54 against an annual target of 50.	Green
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	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	Green
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	Investing in our Local Economy and Infrastructure	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	The Invest North Norfolk website has been revamped and updated, detailing a range of activities and providing a comprehensive resource of information to support businesses. A range of activities have been delivered and/or planned including an 'Inspiring North Norfolk' event on 12 March 2025, The North Norfolk Annual Business Forum on 25 March 2025 and a cultural/creative sector workshop on 27 March 2025.	Green
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	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 2 Seeking to maximize 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	Bacton Energy Hub Summit held at the NNDC offices on 14th January 2025, attended by 78 individuals who received presentations on the existing Bacton operations in the supply of natural gas from UK and continental sources and the opportunities for the energy transition through carbon capture and storage and hydrogen production recognising the strategic location of Bacton in the existing and future transmission networks. A number of key actions were agreed/taken forward from the event, some of which require coordination or a response from the District Council, however many decisions will be taken forward by key actors and stakeholders within the sector as evidenced by Perenco's recent successful trial test injections of CO2 into depleted gas reservoirs through their Poseidon project.	Green
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	Investing in our Local Economy and Infrastructure	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	Completed	Green	Stalham Town Centre Task Force has concluded its work and reported to local stakeholders. A new Town Team has been established to facilitate stronger partnership working with local stakeholders and to initiate appropriate projects in response to the issues identified.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
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	Investing in our Local Economy and Infrastructure	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	Green	The Council remains actively engaged in pursuing Banking Hubs, particularly in town centre locations where the Banks have withdrawn or have announced that they plan to do so. In March, Santander confirmed that they would be closing their North Walsham premises later this year. However, through ongoing dialogue with Cash Access UK it has been confirmed that there is an intention to deliver a Banking Hub within North Walsham which will help to provide an alternative banking facility for local residents.	Amber
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	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	Close liaison with VNN maintained, working collaboratively on destination marketing and support and engagement with the local visitor economy businesses. Exploring new ways of cementing the relationship and identifying ways of enhancing the visitor offer.	Green
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	Investing in our Local Economy and Infrastructure	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	As has been recently reported to the Overview and Scrutiny Committee recently, the UKSPF and REPF programmes have been successfully defrayed. The Government has recently announced an additional allocation for UKSPF and REPF for a further transitional year and the detail on these programmes is presently being finalised, with an outline programme agreed by Cabinet on 3 February 2025.	Green
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	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Continued dialogue with relevant statutory undertakers and representative organisations (e.g. Water Resources East, Broadland Agricultural Water Abstractors Group) in relation to water infrastructure planning affecting the District, as well as local businesses affected by infrastructure constraints. The Leader of the Council and Chief Executive had an introductory meeting with the new Chief Executive of Anglian Water on 9th January. Delays in agreement to NCC's devolution deal funding has caused set back on Local Energy Plan. Discussions about the future role of Bacton Gas Terminal have included consideration of its potential future energy and water needs as well as its potential to facilitate the supply of energy and water in the future.	Amber
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.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	In Progress	Green	Evidence base work ongoing. All Councillors have been contacted with a view to collating and aligning information. Responses received and being assessed to understand extent of coverage loss and need. Cllrs Toye and Holliday liaising.	Green
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	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed McDonalds at Fakenham, Lidl's potential move to Heath Farm at Holt, Sainsbury's acquisition of the Homebase site at Cromer (shortly to be commencing recruitment) and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer. In addition, significant progress has been made on developing the new roundabout on the Fakenham Bypass.	Green
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	Investing in our Local Economy and Infrastructure	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	The North Norfolk Skills & Employment has now met 3 times and an agenda is emerging of key focus areas. The UKSPF funded 'Future Skills Now' programme has recently concluded having conducted skills audits on 83 businesses.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
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	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	The Corporate Peer Challenge team returned to the District Council to assess progress made against the original peer challenge recommendations on 12/12/2024. Progress in this respect and the feedback from the team visit was reported to Overview & Scrutiny Committee on 12/02/2025. <a href="https://modgov.norfolk.gov.uk/ieListDocuments.aspx?CId=140&amp;Mid=2173&amp;Ver=4">https://modgov.norfolk.gov.uk/ieListDocuments.aspx?CId=140&amp;Mid=2173&amp;Ver=4</a>	Green
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	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Whilst the s151 officer can lead on identifying and delivering savings it is the service managers and assistant directors who will have to actually find and deliver efficiencies. Alongside the IT and Licensing a review of property services/assets and estates and customer services will also take place in 2025.	Green
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	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Completed	Green	Complete	Green
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	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An independent review of the Council's approach to the purchase and management of Temporary Accommodation was undertaken by an EELGA Talent Bank resource and their report received in November 2024. The recommendations of the report are now being considered and will be taken forward during 2025.	Green
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	A Strong, Responsible and Accountable Council	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	Green	The customer service team have been working with IT in order to develop the online reporting forms for an increased number of service activities. Work continues to develop the C3 System to enable integration of work flow between the council's CRM system and back office systems to create a greater degree of automation and to enhance the self-service capabilities of the council. Testing is due to start in the next month and it is anticipated that the system will be rolled out across back office systems, based on case volumes, across the summer months.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
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	A Strong, Responsible and Accountable Council	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	Completed	Green	Members have received a report on this and approved that the existing contract with the current arrangement provides the best value for money and so a new SLA is being drawn up by BKL&WN for NNDC to review. It will be essentially the same as the previous one with some minor amendments e.g. payment of abortive costs where NNDC ask to have a PCN cancelled and that costs will be updated to reflect what they are in 2025/26 including the cost of postage being updated to be the actual cost.	Green
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	A Strong, Responsible and Accountable Council	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	The approach to asset management has changed to reflect the feedback from the Corporate Peer Challenge Review and this has been incorporated into working practices as evidenced below. The North Norfolk Visitor Centre has been advertised to let following a Cabinet decision regarding the service. Offers from a variety of organisations have been received and are being assessed by officers, which will generate an income for the Council which aligns with this action. The Asset Management Plan has been updated to reflect the revised practices but has not yet been formally signed off.	Green
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	A Strong, Responsible and Accountable Council	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	Completed	Green	The Peer Group recommended looking at setting up a company to manage this function. This option was reviewed but not felt to be appropriate for NNDC. However Members have decided to convert all of the weekly let beach huts to leased (5 year) units. This is being actioned by the Estates and Assets Manager under delegated authority.	Green
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	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Final amendments are being made to the People Strategy and Learning and Development Strategy, once these are completed both documents will be shared with CLT, Unison and any committees as required.	Green
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.	Cancelled	Amber	We are exploring other ways of engaging with young people rather than hosting a Youth Council	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	Completed	Green	The annual accounts have now all been audited and signed off with the last set of accounts being agreed by GRAC on 25 February 2025 and signed off by EY before the deadline backstop date of 28 February 2025. The Council is all caught up with its annual accounts. It is intended to close the 2024/25 accounts by the end of June 2025 which is well within the deadline.	Green

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<b>Procurement of vehicles and containers for a weekly food waste collection service.</b>	
<b>Executive Summary</b>	<p>This report outlines the requirement to commence the procurement process for new vehicles, caddies and bins for the collection of food waste across the District.</p> <p>This is to be delivered by Serco on behalf of the Council.</p>
<b>Options considered</b>	<p>Procurement of the vehicles, caddies and bins with delegated authority for the Director of Communities to award contracts as necessary provided the costs are within the allocated budget.</p> <p>Commence procurement of the vehicles, caddies and bins but with approval from Cabinet once procurement process has been completed. This option is not recommended as the delay may result in vehicle orders being pushed back further in the supply chain resulting in a further delay in implementing the new service.</p> <p>Not to progress the procurement of vehicles or equipment associated with the delivery of a food waste service. This option is not recommended as it is in breach of the legislation and could result in legal action being taken against the Council.</p>
<b>Consultation(s)</b>	Not applicable
<b>Recommendations</b>	To give delegated authority to the Corporate Director of Communities and The Section 151 officer (in consultation with the Portfolio Holder for IT Environmental and Waste Services and the Portfolio Holder Finance, Estates and Property Services) to pursue the procurement of Vehicles and equipment required to deliver a separate weekly food waste collection service in the area of North Norfolk District Council.
<b>Reasons for recommendations</b>	To ensure compliance with the introduction of a new legislation
<b>Background papers</b>	None

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr C Ringer
<b>Contact Officer</b>	Emily Capps – Assistant Director Environmental and Leisure Services – 01263 516274

<b>Links to key documents:</b>	
Corporate Plan:	Our Greener Future.
Medium Term Financial Strategy (MTFS)	The vehicle and equipment purchase is funded through central government new burdens funding linked to the introduction of Food waste. However there is a predicted shortfall in this funding.
Council Policies & Strategies	None

<b>Corporate Governance:</b>	
Is this a key decision	Yes
Has the public interest test been applied	Yes
Details of any previous decision(s) on this matter	None

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

Following Full Council's approval to add the procurement of vehicles and equipment required to deliver a separate weekly food waste collection service in the area of North Norfolk District Council to the capital programme for 2025/26, Cabinet is now requested to delegate authority to the Corporate Director of Place and Section 151 officer in consultation with the Portfolio Holder for IT Environmental and Waste Services and the Portfolio Holder Finance, Estates and Property Services to pursue the procurement of equipment required to deliver a separate weekly food waste collection service in the area of North Norfolk District Council.

## **2. Introduction & Background**

In November 2021 the amended Environment Act was enacted laying a foundation for enhanced waste management and recycling across the UK. In alignment with this the Government released the Simpler Recycling requirements in May 2024. These requirements outline consistent waste collection methods aimed at reducing landfill waste and supporting sustainable resource recovery. Under this legislation, all Councils in England (unless transitional arrangements have been requested and

agreed) are now mandated to implement a separate, weekly food waste collection service from households by 31 March 2026.

To support this transition, DEFRA allocated a capital funding payment of £1,097,527 to NNDC in January 2024 to facilitate the purchase of essential equipment including food waste caddies, bins and dedicated collection vehicles.

<b>Kitchen Caddies (plus spares)</b>	<b>Kerbside Caddies (plus spares)</b>	<b>Communal wheeled bins (plus spares)</b>	<b>Vehicles (plus spares)</b>	<b>Total</b>
<b>£115,584.00</b>	<b>£265,843.00</b>	<b>0</b>	<b>£716,100</b>	<b>£1,097,527</b>

Additionally in March 2025 DEFRA has allocated a further £358,867.50 for the project management, procurement, communications and caddy delivery.

<b>Container Delivery</b>	<b>Project Management</b>	<b>Procurement</b>	<b>Communications</b>	<b>Total</b>
£192,381.80	£67,000.00	£2,000.00	£97,485.00	£358,867.50

An internal food waste caddy (approx. 5 litres) will need to be provided to householders for use in the kitchen. This provides the householder with somewhere to store food waste in the short term and helps improve collection yields. Householders will empty their food waste into an external food waste caddy of approximately 23 litres (approximately 10% of the size of a wheelie bin) which can be placed either on top of or beside their existing bins. Residents in flats etc. where larger communal bins are provided will have larger external bins to empty their food waste into.

The Council's contractor Serco will then empty the material from these external caddies or communal bins into a specific food waste collection vehicle. These vehicles are smaller than a normal refuse collection vehicle (RCV) and weight around 7.5tonnes, they have a leakproof body which is essential for the collection of food waste, to the high-water content of the waste.

Whilst the number of vehicles is yet to be confirmed, our contractors (Serco) are currently working on a project proposal and round planning, early indications suggest that we will require between 12-14 vehicles.

### **3. Proposals and Options**

Separate weekly food waste collections are a legal requirement for NNDC from April 2026, doing nothing is not an option that can be considered due

to potential legal challenge, government sanctions and reputational damage.

Options have been explored around how we could incorporate separate weekly food waste collection into our current service delivery model; however, it would be too problematic from an operational perspective, and a waste disposal perspective.

Utilising split bodied vehicles that have an additional compartment for food waste meaning more than one material could be collect at a time, has been considered. This would require significant investment in new 26t vehicles, along with a full re-routing exercise. Our current fleet was purchased in 2019 and will remain viable and fit for purpose for a good number of years to come. In addition, compartments will fill at differing rates meaning multiple trips to the disposal point would be required.

Collecting food waste separately increases yields and ensures that there is full visibility on the amount of food waste collected, which enables us to understand capture rates across the district. This information will enable NNDC to deliver targeted communications and educational material and monitor their impacts.

Food waste that is collected separately can be treated through anaerobic digestion which efficiently captures methane for energy production. Keeping food waste separate ensures it is managed in the most environmentally friendly and efficient way.

### **Option 1**

To approve the procurement of the vehicles, caddies and bins with delegated authority for the Director of Communities to award contracts as necessary provided the costs are within the allocated budget. This is the recommended option as it is the most likely to ensure that the procurements are complete, and contracts awarded without further delay.

### **Option 2**

To commence procurement of the vehicles, caddies and bins but with approval from Cabinet once procurement process has been completed. This option is not recommended as the delay may result in vehicle orders being pushed back further in the supply chain resulting in a further delay in implementing the new service.

### **Option 3**

To not progress the procurement of vehicles or equipment associated with the delivery of a food waste service. This option is not recommended as it is in breach of the legislation and could result in legal action being taken against the Council.

## **4. Corporate Priorities**

The introduction of food waste collections helps to contribute to the corporate plan objective of “Our Greener Future” particularly the objective “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”

## **5. Financial and Resource Implications**

Simpler Recycling which includes the mandatory introduction of food waste aims to significantly improve recycling services as well as introduce nationwide consistency. Government has committed that the additional requirements will be funded in two ways:

1. All costs relating to packaging waste and recycling costs will be met through packaging Extended Producer Responsibility (pEPR) payments from packaging producers.
2. All other new requirements on councils will be funded by Government under the New Burdens doctrine.

DEFRA has allocated NNDC an initial £1,097,527 in new burdens funding towards the cost of caddies, communal bins and vehicles.

At this stage it is predicted that the DEFRA capital funding currently allocated will not meet the full implementation costs. Further information is required from Serco particularly information about the required numbers of RCVs before the true shortfall is known, but it could be up to £500,000.00 allowing for inflation and the demand in the market place. A report was presented to Full Council on 23<sup>rd</sup> April seeking approval for a budget of £1.956m be added to the capital programme for 2025/26 which will be funded by the new burdens funding provided by Government of £1.456m and the use of the Environmental Health reserve (to fund the balance) to allow the procurement of vehicles and equipment to commence.

### **Comments from the S151 Officer:**

*The Council must introduce this service and approval has being sought to add this to the capital programme now so that the order for the vehicles and caddies can be placed so NNDC secures it's build slot for the vehicles.*

## **6. Legal Implications**

The amended Environment Act was enacted, laying a foundation for enhanced waste management and recycling across the UK. Under this legislation, the

Council is now mandated to implement a separate, weekly food waste collection service from households by 31 March 2026.

Failure to comply with the new regulation may result in the council being sanctioned or penalised by Government.

Failure to comply with the new legal requirement may result in significant reputational damage to the organization

### **Comments from the Monitoring Officer**

*There is a legal obligation to provide a food waste service by 31 March 2026. This is a national obligation and so there is likely to be a demand from local authorities at a similar time to purchase the vehicles and equipment needed. So as to avoid delay and ensure we can meet our legal obligations to have the food waste collection in place by 31 March 2025, the Council would need to ensure there is funding in the budget and then provide details of the procurement and purchase process at Cabinet at the earliest opportunity*

## **7. Risks**

There are reputational risks associated with the introduction of a food waste collection service. Service changes must be carefully designed and planned, comprehensively and clearly communicated to residents, and implemented and operated to a high standard to ensure resident satisfaction.

Shortfall in financial funding, DEFRA has provided a contribution to some capital, with ongoing resource and revenue costs to be available from 1 April 2026, although specific allocations of this are still pending.

There is a high likelihood of procurement bottlenecks given the national implement of food waste. This could create supply delays and impact the implementation timescales of a new service. The council should act quickly to determine requirements and to proceed with procurements as early as possible

## **8. Net ZeroTarget**

In 2021/22, 6.4 million tonnes of food (and drink) waste was generated from UK households, of which 4.7 million tonnes is categorised as edible and 2 million tonnes inedible or unavoidable. This equates to 95 kg per person per year or 227 kg per household per year or 247 kg per household of four.

Producing food requires significant resources including land, energy and water. Globally, 25–30% of total food produced is lost or wasted, and food waste is

estimated by the Intergovernmental Panel on Climate Change to contribute 8-10% of total man-made greenhouse gas (GHG) emissions.

The specification of the food waste vehicles would mean that they are able to run on Hydrotreated Vegetable Oil (HVO).

Whilst the purchase of new vehicles and containers will have a negative impact arising from the embodied carbon (i.e. the energy and emissions arising from the manufacturing process), such negative implications can reasonably be assumed to be offset within a short period of time with the increased diversion of food waste from landfill.

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

There are no equality, diversity or community implications which directly result from the recommendations within this report, as these are only to consider the need to commence procurement of vehicles, caddies and bins due to the extended lead in times of the supply chain.

The Government's requirement for councils to introduce a separate weekly collection of food waste from all households by 31st March 2026 will affect daily life in North Norfolk and it's imperative that the Council considers the impact of this on all residents. The equality, diversity, and community implications of the implementation of a domestic kerbside food waste collection service will be considered as part of the planning and development of the service implementation plans required to successfully comply with the Government requirements.

## **10. Community Safety issues**

There are no Community Safety implications which directly result from the recommendations within this report, as these are only to consider the need to commence procurement of vehicles, caddies and bins due to the extended lead in times of the supply chain.

## **Conclusion and Recommendations**

Government has legislated for major reforms to waste collection and packaging, requiring councils to align their waste and recycling services with new nationwide Simpler Recycling requirements.

This will mean the NNDC will need to add a new weekly collection of food waste to the existing waste services

Due to what are expected to be extended lead times on the manufacture and supply of vehicles, caddies and bins it is considered prudent to undertake the procurement of these as early as possible and ensure that orders are placed which ensure that deliveries of vehicles and equipment can be placed.

Government has stated it is committed to providing reasonable new burdens funding where local authorities are required to deliver food waste collections from households.

The introduction of a food waste collection service in North Norfolk is one of the biggest changes within the waste service over the last 25 years. Further information will be supplied to members as the project progresses and key milestones are met.

It is recommended that Cabinet agrees to delegate authority to the Corporate Director of Communities and The Section 151 officer in consultation with the Portfolio Holder for IT Environmental and Waste Services and the Portfolio Holder Finance, Estates and Property Services to pursue the procurement of Vehicles and equipment required to deliver a separate weekly food waste collection service in the area of North Norfolk District Council



<b>Cabinet Report - North Norfolk Visitor Centre Letting - 06/05/2025</b>	
<b>Executive Summary</b>	<p>Following the Cabinet decision 20/01/25 to cease operation of the visitor information provision at the North Norfolk Visitor Centre (NNVC) and advertise it to let.</p> <p>This report has been prepared to allow Cabinet to review the offers received for the property and make a decision on its future use.</p> <p>Following advertising of the premises on the open market, eight bids were received for the lease of NNVC. Due diligence has been undertaken on each of these bids with Proposal 1 being considered to offer the best financial consideration and offers wider social and economic benefits to the district. If Proposal 1 does not progress it is recommended options 2-8 should be reconsidered.</p>
<b>Options considered</b>	<p>A variety of bids with different use options have been received and considered in detail.</p> <ol style="list-style-type: none"> <li>1. Proposal 1 (Dentist) outlined in the exempt Appendix A would demonstrate best financial consideration in accordance with s.123 Local Government Act 1972 and is the option recommended by officers</li> <li>2. The remaining proposals are not considered to present the best financial consideration. They should however be considered in the event that the lease for Proposal 1 is not secured.</li> </ol> <p>An alternative option to dispose of the premises was considered and discounted due to the lettable space forming part of the public convenience which the Council wishes to retain and the potential for the space to generate a good level of rental income.</p>
<b>Consultation(s)</b>	<p>Cllr Lucy Shires - Portfolio Holder for Finance, Estates &amp; Property Services.  Cllr Tim Adams- Leader of the Council - Portfolio Holder for Executive Support &amp; Legal Services.  Tina Stankley- Director for Resources &amp; S151 Officer  Cara Jordan - Monitoring Officer  Steve Blatch – Chief Executive</p>
<b>Recommendations</b>	<p>Resolution for Cabinet to approve:</p> <ul style="list-style-type: none"> <li>• Approval to enter into the lease set out Proposal 1 as outlined in the Exempt Appendix A which demonstrates best consideration and in accordance with s123 of the LGA Act 1972, with delegated approval granted to the Asset Strategy Manager to agree the exact terms for the legal agreement.</li> </ul>

	<ul style="list-style-type: none"> <li>Approval to grant delegated approval to the Portfolio Holder for Finance, Estates &amp; Property Services in consultation with The Chief Executive to enter into one of Proposals 2-8 in the event that Proposal 1 does not proceed.</li> </ul>
<b>Reasons for recommendations</b>	<p>Leasing the property utilises the space made available by ceasing the tourist information centre provision generating income that can be used to fund Council Services.</p> <p>Granting delegated approval to the Portfolio Holder for Finance, Estates &amp; Property Services in consultation with The Chief Executive to enter into one of Proposals 2-8 in the event that Proposal 1 does not proceed allows a decision to be made in the event that neither Proposal 1 does not progress to avoid unnecessary delay.</p>
<b>Background papers</b>	<b>NA</b>

<b>Wards affected</b>	Cromer Town being the ward in which the property is located, but the future use has the potential to impact on surrounding wards and the wider district.
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Milo Creasey (Surveyor) Renata Garfoot (Estates and Asset Strategy Manager)

<b>Links to key documents:</b> <b>Visitor Information Service – Cabinet Report 20/01/2025:</b> <a href="https://modgov.north-norfolk.gov.uk/documents/s20119/Visitor%20Information%20Centre.pdf">https://modgov.north-norfolk.gov.uk/documents/s20119/Visitor%20Information%20Centre.pdf</a>	
Corporate Plan:	<p>A strong responsible and accountable Council</p> <ul style="list-style-type: none"> <li>We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.</li> </ul>
Medium Term Financial Strategy (MTFS)	The recommendations in this report are expected to provide the Council with a good level rental income while also reducing its operational and repair liability costs for the Property.
Council Policies & Strategies	Asset Management Plan 2018 - 2022

<b>Corporate Governance:</b>	
Is this a key decision	Yes
Has the public interest test been applied	<p>Exempt appendices</p> <p>Information in this appendix involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.</p> <p>This paragraph relates to:</p> <p style="padding-left: 40px;">Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <p style="padding-left: 40px;">The information is commercially sensitive, relating to bids and consideration of bids. Releasing this information would be likely to prejudice would be likely to have a prejudicial impact upon those businesses as well as the Council in obtaining best value.</p>
Details of any previous decision(s) on this matter	<p><b>Visitor Information Service – Cabinet Report 20/01/2025</b></p> <p><b>Decision</b> - Advertise the premises occupied by the Visitor Information Centre service as available for let with expressions of interest invited by Friday 28 March 2025.</p> <p><b>Reason</b> - To make financial savings from a service that is discretionary, considered to no longer to present value for money due to the changing way in which visitors access information and to generate additional income from the asset that would be vacated due to the termination of the service.</p>

## 1. Purpose of the report

- 1.1. Following the Cabinet decision 20/01/25 to cease operation of the visitor information provision at the North Norfolk Visitor Centre (NNVC) and advertise it to let, the property was marketed for a period of 6 weeks.
- 1.2. During the property marketing period, the Council was contacted by nineteen interested parties, resulting in eight proposals to lease the property.

- 1.3. This report has been prepared to allow Cabinet to review the offers received for the property and make a decision on its future use.

## 2. Introduction & Background

### 2.1. Property Information

- 2.1.1. Location -The NNVC is in a prominent location in the centre of Cromer on a key thoroughfare into the town centre and the seafront. It is adjacent to the Meadow public car park on which over 140,000 parking tickets were sold in 2024. The building is also within walking distance of both Cromer train and bus stations.

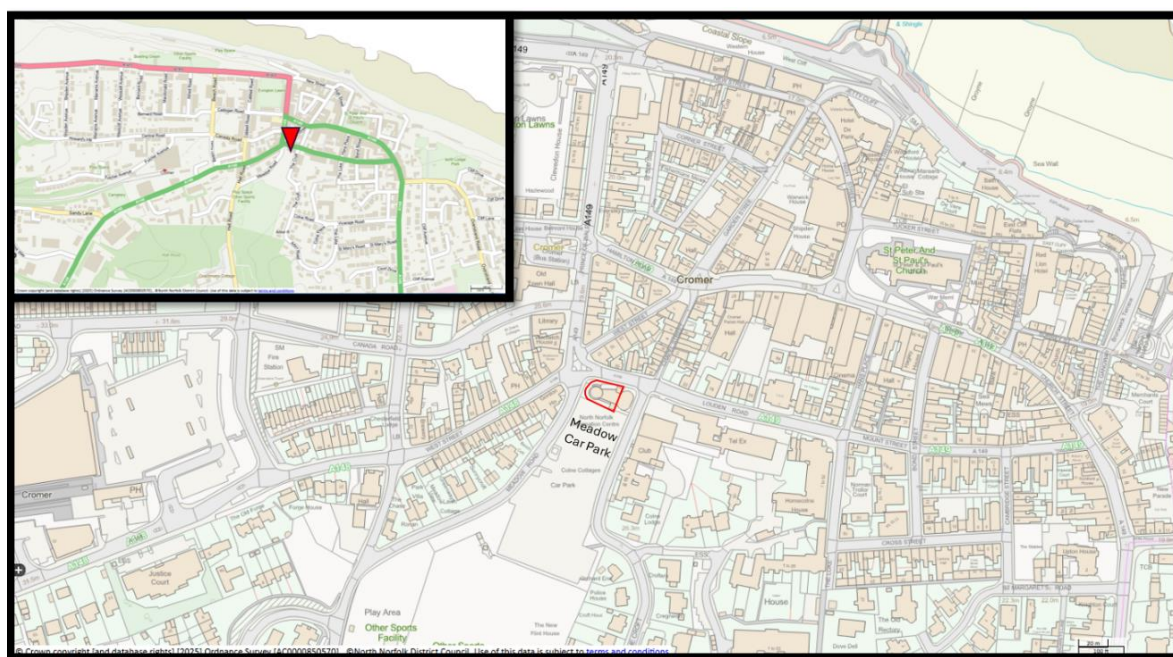


Figure 1: NNVC Location plan – Property identified by red market and red outline

- 2.1.2. The NNVC building comprises of 2 blocks either side of a shared walkway that is accessible from both the north and south. The western block is the main retail space that the Council is seeking to let. The majority of the eastern block is taken up by the public conveniences and service areas for the building, however there is a small staff breakout area and toilet within this block that is proposed to be included in the lease demise. The red areas on the plan below show proposed area to be let.

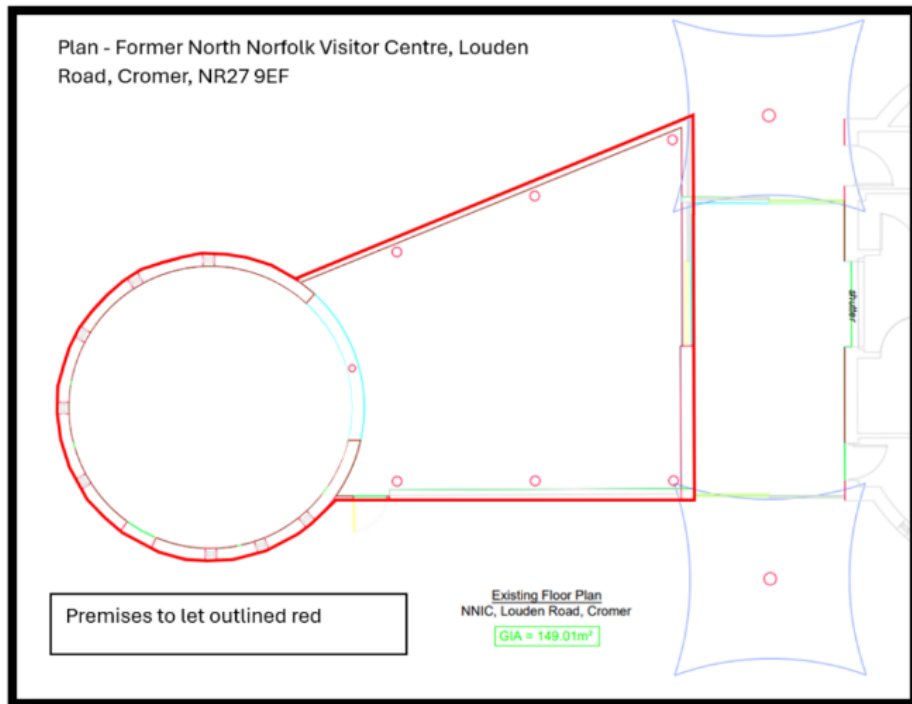


Figure 2: NNVN Property to let plan – Property identified by red market and red outline (main retail section)

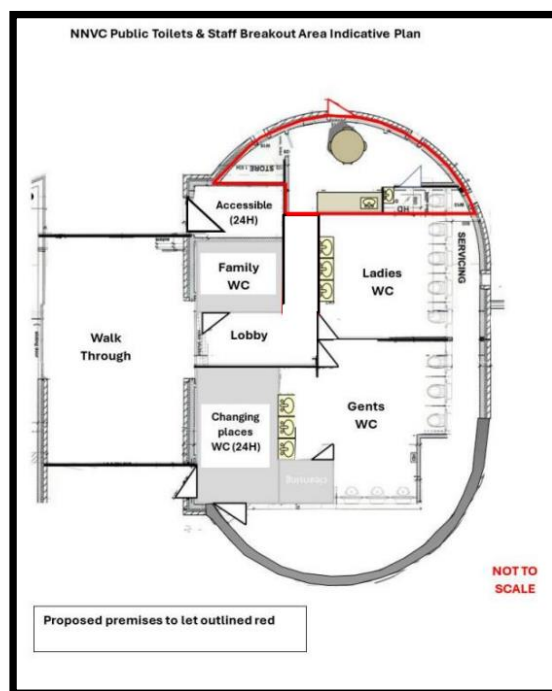


Figure 2: NNVN Property to let plan – Property identified by red market and red outline (staff breakout section)

2.1.3. Age and description - The NNVN building is single storey, formed predominantly from glass curtain walls and circular rendered block walls, with a flat roof and a slate tiled conical roof. The building was constructed in 2008 as a bespoke tourist information centre.

2.2. Planning - The buildings current use is as a tourist information centre (considered Sui generis). It is anticipated that all of the proposals submitted would require consent for alternative use and any alterations.

- 2.3. Decision to close - The decision to cease the tourist information service to make financial savings from a service that is discretionary, considered to no longer to present value for money due to the changing way in which visitors access information and to generate additional income from the asset that would be vacated due to the termination of the service.
- 2.4. Proposed letting - The Council has been advertised the property on the open market in order to achieve best consideration. The proposals received have been outlined in section 3 of this report.
- 2.5. The Council intends to retain public toilet facilities in this building. Consequently, any tenancy will be offered on an internal repairing basis.

### **3. Proposals and Options**

- 3.1. Following advertising of the premises on the open market, eight proposals were received from a range of businesses as outlined below. A summary of these proposals can be found in the exempt Appendix A.
  - Bakery with takeaway
  - Café/Restaurant
  - Dentist
  - Osteopath
  - Real ale pub
  - Retail and community hub with food and drink offering.
  - Retail (Merchandise)
- 3.2. Officers have reviewed and assessed the bids for best consideration taking into account the requirements of Section 123 of the Local Government Act 1972 and the General Disposals Consent Order 2003 which considers issues of economic, social and environmental well-being.
- 3.3. Recommended Proposals
  - 3.3.1. Following the assessment outlined in 3.2 it is recommended that Cabinet provide approval to enter into a lease agreement as outlined in Proposal 1 (Dentist) in Exempt Appendix A. This proposal is considered to provide the best financial consideration. In addition, the proposal offers wider social and economic benefits to the district.
  - 3.3.2. In the event that Proposal does not proceed it is recommended that delegated approval is granted to the Portfolio Holder for Finance, Estates & Property Services in consultation with The Chief Executive to enter into one of Proposals 2-8 outlined in the Exempt Appendix A.
- 3.4. Freehold Disposal
  - 3.4.1. An alternative option to dispose of the premises was considered and discounted due to the lettable space forming part of the public

convenience which the Council wishes to retain and the potential for the space to generate a good level of rental income.

#### **4. Corporate Priorities**

- 4.1. The letting of the asset will contribute to the following Corporate Priority: A strong, responsible and accountable Council.

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

#### **5. Financial and Resource Implications**

- 5.1. The rental income from the recommended proposals will support the MTFS in creating new income.
- 5.2. The Council has a duty under s.123 Local Government Act 1972 to obtain best value. The starting position is that best financial consideration be obtained, though a departure from this may be permitted in certain circumstances, including where it is considered, following professional opinion, that the disposal is likely to achieve one of the objectives in the General Disposals Consent Order 2003, one of which is where the disposal is likely to contribute to the promotion or improvement of social well-being in the whole or part of its area, of all or any residents in its area.
- 5.3. An independent valuation of the premises for lease purposes has been undertaken to ensure the Council complies with its obligation to obtain best consideration.
- 5.4. For all proposals the Council may be required to undertake some facilitating works to segregate the buildings. A budget is required for these costs which are expected to be in the region of £8,000. This excludes costs associated with increased capacity to services which may be required by some proposals.
- 5.5. Each of the proposals involve some level of investment in property from the applicant.
- 5.6. A service charge will apply to cover the tenant's proportionate share of costs related to structural repairs, maintenance, and shared services for the building. Precise costings are unavailable at this time, as they will depend on the eventual use of the premises. This will result in a saving for the Council's operational costs at the building.

#### **Comments from the S151 Officer:**

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

*The options have all been evaluated and Option 1 is the preferred option which is considered to offer the best consideration. Additionally, Option 1 provides a much-valued service to the community and would create a number of jobs.*



## 6. Legal Implications

- 6.1. In line with the provisions of the Local Government Act 1972 Local Authorities are able to dispose of land (including leasing) for the best consideration that can reasonably be obtained. Best consideration is not limited to the purchase price or rental value but may include a term or condition attached to the disposal which identifies a specific commercial benefit to the vendor.
- 6.2. Exceptions to the best financial value principle, in relation to this specific case, is with either consent from the Secretary of State, or utilising The LGA 1972 General Disposal Consent that enables the Council to consider a lease disposal at less than best financial consideration if there are clear environmental, social or economic benefits and that the under value is less than £2,000,000.
- 6.3. Where an offer at less than best consideration is considered the Subsidy Control Act 2022 may apply. Whilst a Minimal Financial Assistance (MFA) allows public authorities to award low-value subsidies up to £315,000 in certain instances and where the subsidy is over £100,000, such decisions are subject to transparency rules.
- 6.4. Legal advice has been obtained regarding the Councils public law obligations for the lease of the premises - See Exempt Appendix B.

### Comments from the Monitoring Officer

*The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section.*

*This report considers the options for letting the building known as North Norfolk Visitor Centre building, and highlights the requirement to consider the best value considerations under s.123 Local Government Act 1972*

## 7. Risks

- 7.1. Financial risks of void costs if the building is to remain empty. Furthermore, over time the building would become an increasing repair liability.
- 7.2. Usual asset management risks include rent arrears and tenant dilapidations, have been considered as part of the due diligence.
- 7.3. Further risks are outlined in the Exempt Appendix A.



## **8. Net Zero Target**

- 8.1. The EPC rating will be assessed as part of tenant improvement works and will be required to meet the Minimum Energy Efficiency Standards.
- 8.2. The building has a ground source heat pump is expected to be retained and continue to provide heating to both the let unit and the public convenience. There is no gas supply at this property.
- 8.3. The Council uses a green lease template that will require tenants to positively contribute to the Council's Net Zero priorities and not undertake works to the premises that might have a negative impact. This document will be utilised for this letting.
- 8.4. All of the proposals received are anticipated to result in higher energy consumption at the property with some of the proposal expected to result in significantly higher consumption. This will result in a detrimental impact on the Council's 2030 Net Zero Target.

## 8.5. Summarised findings from the Climate Impact Assessment Tool

Criteria	Score	Justification	Mitigation
GHGs	-2	Energy consumption from the unit will no longer be attributed to the Council's direct electricity consumption; however, it will still be categorised under Scope 3 (tenant) emissions, thereby increasing the Council's carbon figures	0
GHGs 2045	-4	<p>The increase is currently unknown; however, depending on the tenant selected, all proposed uses are expected to be more energy-intensive than the existing use (e.g., café, medical facility, pub retail, restaurant—all are likely to consume more energy than the TIC).</p> <p>The recommended Proposal 1 is not expected to significantly increase the GHG emissions produced. In contrast, Proposal 2 which may have a greater impact on GHG emissions.</p> <p>Transportation of goods and staff travel to the building may result in impacts beyond the building's immediate location; however, these effects are currently unknown. Some proposals may also generate more waste compared to the current use, which would negatively affect GHG emissions.</p>	<p>There is no on-site gas supply. Heating is provided via a ground source heat pump. The electrical supply is covered under the Council's green tariff which is sourced from renewable energy. The lease will incorporate green clauses, requiring tenants to collaborate positively with the Council, sharing data with the goal of minimising GHG emissions. Tenants will also be encouraged to reduce waste and maximise recycling wherever possible.</p>
Air quality	0	<p>The exact outcomes are unknown. There may be an increase in pollution from deliveries and staff transportation; however, it is not possible to confirm whether this increase will exceed the impact of the existing use or to quantify it.</p> <p>Proposal 1 (Recommended) is not expected to have a significant impact, while Proposal 2 is anticipated to have a greater impact in association with goods deliveries.</p>	0
Sustainable Transport	4	<p>The exact impact is unknown; however, Proposal 1 could result in a net positive effect, as the local provision may lead to fewer vehicle journeys needed to access the service. Some other proposals could potentially increase car journeys by customers; however, the central town location is likely to encourage the use of active travel methods and public transport.</p> <p>The premises are situated adjacent to existing vehicle charging points, which may benefit customers visiting the site.</p>	0
Land use change	0	The building is existing, and the footprint and ground surfaces are not expected to change	0

Biodiversity	0	No net change expected as the building footprint will not change. Some proposals may result in increases in litter.	If there is a risk of increased litter the prospective tenant will be required to mitigate this through the appropriate provision of waste disposal to staff and customers.
Soil and waterway health	0	None of the proposals are anticipated to result in impacts on soil and waterway health beyond the current impact from the building.	0
Climate Change Adaptation	0	The proposed uses are not anticipated to impact our ability to withstand future climate change impacts.	0
Energy Use	-4	The building has underfloor heating powered by a ground source heat pump and will remain on the Council's energy contract, which is currently 100% sourced from renewables. (If NNDC's tariff changes in the future, fossil fuels may be used.) While the exact energy consumption is unknown and will depend on the proposal selected, all uses are expected to result in increased energy consumption. Certain proposals—such as a bakery, restaurant, or café—are anticipated to consume significantly more energy due to the use of kitchen equipment.	For all proposals the building will be assessed to ensure it meets the Minimum Energy Efficiency Standards.
Energy Use 2045	-4	The building has underfloor heating powered by a ground source heat pump and will remain on the Council's energy contract, which is currently 100% sourced from renewables. (If NNDC's tariff changes in the future, fossil fuels may be used.) While the exact energy consumption is unknown and will depend on the proposal selected, all uses are expected to result in increased energy consumption. Certain proposals—such as a bakery, restaurant, or café—are anticipated to consume significantly more energy due to the use of kitchen equipment.	For all proposals the building will be assessed to ensure it meets the Minimum Energy Efficiency Standards.
Sustainable Materials	0	The Council will not directly source materials for any building fit-out. Wherever possible, the equipment currently in the building is being recycled or reused. Applicants were asked to provide details of any environmental benefits their proposals might offer; however, none explicitly suggested using sustainably sourced materials for the fit-out or works to the building.	The Council will propose the inclusion of green lease clauses, encouraging the applicant to collaborate with the Council to minimise the environmental impact of their occupation. Additionally, the Council will encourage the chosen applicant to use: - Materials sourced from sustainable, renewable origins. - Materials with low levels of associated carbon emissions, known as embodied carbon. - Materials that have minimal environmental impact upon disposal.
Waste	-2	All proposals will likely lead to increased waste being produced from the occupation of the property. With some of the proposals (Bakery, restaurant, café) generating a significantly higher quantity of waste.	The waste produced from the use of this building will be under the control of the selected tenant. The Council will encourage waste to be minimised and recycled where possible. Proposal 8 involves the resale of products.

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

- 9.1. Having marketed the premises on the open market and all bids have been assessed on equal terms, there are no direct implications with the proposed lease. The ingoing tenant will need to comply with relevant legislation in connection with the operation of their business.

## **10. Community Safety issues**

- 10.1. There are no community safety issues identified with the recommended proposals.

## **11. Conclusion**

- 11.1. Following advertising of the premises on the open market, eight bids were received for the lease of NNVC. Due diligence has been undertaken on each of these bids as outlined in Appendix A. With proposal 1 being considered to offer the best financial consideration. In addition, the proposal offers wider social and economic benefits to the district.

## **12. Recommendations**

- 12.1. **The recommendation is for Cabinet to provide approval to enter into a lease agreement as outlined in Proposal 1 (Dentist) in Exempt Appendix A.**
- 12.2. **If Cabinet are minded to agree with the above recommendation, it is also recommended that they agree to grant delegated approval to the Asset Strategy Manager to agree the exact terms for the legal agreement.**
- 12.3. **In the event that Proposal 1 does not proceed it is recommended delegated approval is granted to the Portfolio Holder for Finance, Estates & Property Services in consultation with The Chief Executive to enter into one of Proposals 2-8.**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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