

# Cabinet



**Please contact:** Democratic Services

**Please email:** [democraticservices@north-norfolk.gov.uk](mailto:democraticservices@north-norfolk.gov.uk)

**Please Direct Dial on:** 01263 516010

Friday, 23 January 2026

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 2 February 2026 at 10.00 am.**

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

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

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

**To:** Cllr T Adams, Cllr L Shires, Cllr H Blathwayt, Cllr J Boyle, Cllr A Brown, 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  
**Tel** 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005  
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## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. MINUTES**

1 - 8

To approve, as a correct record, the minutes of the meetings of the Cabinet held on Monday 5<sup>th</sup> January 2026 & Monday 19<sup>th</sup> January 2026.

**3. PUBLIC QUESTIONS AND STATEMENTS**

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

**4. 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

**5. DECLARATIONS OF INTEREST**

9 - 14

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

**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

**8. CAPITAL STRATEGY 2026 - 2027**

15 - 30

| <b>Capital Strategy Report 2026-27</b> |  |
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| <b>Executive Summary</b>               | This report sets out the Council's Capital Strategy for the year 2026/27. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme. |
| <b>Options considered</b>              | This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.   |
| <b>Consultation(s)</b>                 | Section 151 Officer  |
| <b>Recommendations</b>                 | To recommend to Full Council that the Capital Strategy 2026/27 is approved.  |

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| <b>Reasons for recommendations</b> | The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.                |
| <b>Background papers</b>           | CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition).<br>CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition). |

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| <b>Wards affected</b>    | All  |
| <b>Cabinet member(s)</b> | Cllr. Lucy Shires  |
| <b>Contact Officer</b>   | James Moore/Claire Waplington<br>Technical Accountant/Chief Technical Accountant |

## 9. TREASURY MANAGEMENT STRATEGY 2026 - 2027

31 - 70

| <b>Treasury Management Strategy Report 2026/27</b> |   |
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| <b>Executive Summary</b>                           | This report sets out the Council's Treasury Management Strategy for the year 2026/27. It sets out details of the Council's Treasury Management activities and presents a strategy for the prudent investment of the Council's resources. It also sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives. |
| <b>Options considered</b>                          | No other options considered. It is a requirement that the Treasury Management Strategy report must be approved by full Council each year in advance of the new financial year to ensure the Council is compliant with the CIPFA Treasury Management, CIPFA Prudential Codes and guidance issued by the Ministry of Housing, Communities & Local Government (MHCLG).           |
| <b>Consultation(s)</b>                             | Portfolio Holder<br>Section 151 Officer<br><br>This report has been prepared with the assistance of Link Treasury Services, the Council's Treasury Management advisors.   |
| <b>Recommendations</b>                             | To recommend to Full Council that the Treasury Management Strategy 2026/27 is approved.   |
| <b>Reasons for</b>                                 | Approval by Full Council demonstrates   |

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| <b>recommendations</b>   | <p>compliance with the Prudential Codes to ensure.</p> <ul style="list-style-type: none"> <li>• A flexible investment strategy enabling the Council to respond to changing market conditions.</li> <li>• Ensure compliance with CIPFA and MHCLG guidance.</li> <li>• Confirming capital resources available for delivery of the Council's capital programme.</li> </ul> <p>It is a requirement that any proposed changes to the prudential indicators are approved by Full Council.</p> |
| <b>Background papers</b> | <p>The Council's Treasury Management Strategy 2025/26.</p> <p>CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition).</p> <p>CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).</p>  |

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| <b>Wards affected</b>    | All  |
| <b>Cabinet member(s)</b> | Cllr. Lucy Shires  |
| <b>Contact Officer</b>   | James Moore/Claire Waplington<br>Technical Accountant/Chief Technical Accountant |

**10. NON-DOMESTIC (BUSINESS) RATES POLICY 2026 - 2027**

71 - 98

| <b>Non-Domestic (Business) Rates Policy 2026-27</b> |   |
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| <b>Executive Summary</b>                            | The Non-Domestic (Business) Rates Policy 2026-27 has been revised to reflect the changes to schemes announced by government and includes guidelines as to how the schemes are to be implemented and the financial implications on the authority.  |
| <b>Options considered.</b>                          | The policy is discretionary, so members can decide not to agree to the recommendations.   |
| <b>Consultation(s)</b>                              | <p>The Government expects local authorities to use their discretionary relief powers to grant these reliefs.</p> <p>The Supporting Small Business Relief, Hardship Relief, Film Studios Relief, Flood Relief, Electric Vehicle Charging Points and Electric Vehicle Only Forecourts and Retail Hospitality and Leisure Relief up to 31/03/26.</p> |

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|                                    | <p>All of these (except the Hardship Policy) will be compensated in full for our loss of rates income. This compensation will be paid by section 31 grant and calculated based on the returns that the council makes under the rates retention scheme.</p> <p>The Council's Discretionary Rate Relief Policy has been revised to reflect these changes.</p>   |
| <b>Recommendations</b>             | <p>1. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make decisions up to the NNDC cost value of £4k as indicated in Appendix A.</p> <p>2. It is agreed by Full Council that the Revenues Manager continues to have delegated authority to make Hardship Relief decisions up to the NNDC cost value of £4k as indicated in Appendix C.</p> <p>3. It is agreed by Full Council that the Rate Relief Policy is revised as indicated in Appendix A, B and C.</p>  |
| <b>Reasons for recommendations</b> | <p>The new policy will enable the Supporting Small Business Relief, Hardship Relief, Film Studios Relief, Flood Relief, Electric Vehicle Charging Points and Electric Vehicle Only Forecourts and Retail Hospitality and Leisure Relief up to 31/03/26 to be awarded discretionary reliefs.</p>   |
| <b>Background papers</b>           | <p>1. In the Budget on 26 November 2025 the Chancellor announced the Government would replace the 40% Retail, Hospitality and Leisure Relief with lower business rate multipliers, introduce a 2026 Supporting Small Business Scheme plus extend the previous 2023 scheme by one year, introduce Electric Vehicle Charging Points and Electric Vehicle Only Forecourts Relief.</p> <p>2. In the Budget on 30 October 2024 the Chancellor announced the Government would extend the award of Retail, Hospitality and Leisure Relief but that it will reduce the relief from 75% to 40% for properties up to a cash limit of £110,000 per business for the 2025/26 financial year.</p> <p>3. In the Budget on 6 March 2024 the Chancellor announced the Government would introduce Film Studios relief of 40% until 2034 for properties from the 2024/25 financial year</p> |

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|  | <p>subject to subsidy control rules.</p> <p>4. In the Budget on 17 November 2022 the Chancellor announced a new Supporting Small Business (SSB) Relief scheme which will cap bill increases at £600 per year for any businesses that had a Rateable Value (RV) increase from 1 April 2023 caused by the revaluation and consequently lost Small Business Rates Relief or Rural Rate Relief.</p> <p>5. Under section 49 of the Local Government Act 1988 businesses can apply for Hardship Relief. This scheme has now been incorporated within this rate relief policy. The cost of this scheme is funded in accordance with the Non-Domestic Rates financial retention rules.</p> <p>6. Under the government's flood recovery framework, businesses can apply for Flood Relief. This scheme has now been incorporated within this rate relief policy. Businesses can receive a minimum of 3 months rate relief. The cost of this scheme is fully funded by government.</p> |
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| <b>Wards affected</b>    | All  |
| <b>Cabinet member(s)</b> | Cllr Lucy Shires   |
| <b>Contact Officer</b>   | Sean Knight<br>Revenues Manger<br><a href="mailto:Sean.Knight@north-norfolk.gov.uk">Sean.Knight@north-norfolk.gov.uk</a> |

## 11. DRAFT REVENUE BUDGET 2026 - 2027

99 - 144

| Draft Revenue Budget for 2026-27 |   |
|----------------------------------|---|
| Executive Summary                | This report presents the latest iteration of the budget for 2026/27. It is intended to present the position as we currently know it and it will need to be updated as more information becomes available e.g. the impact of the final Local Government Finance Settlement for 2026/27.  |
| Options considered.              | No other options have been considered as it is a legal requirement to calculate "the expenditure which the authority estimates it will incur in the forthcoming year in performing its functions" and then subtract "the sums which it estimates will be payable for the year into its general fund". This is required to set a balanced budget before 11 March 2026. |

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| Consultation(s)             | <p>The Overview and Scrutiny Committee will have the opportunity to review this report at its meeting on 11 February 2026.</p> <p>Budget consultation is taking place on the Council's website currently for anyone to share their views. Consultation with Business Rates payers is also being undertaken. The results of both these consultations will be included in the report being presented to Full Council on 18 February 2026.</p>  |
| Recommendations             | <ol style="list-style-type: none"> <li>1. That Cabinet consider the proposed balanced budget including movement in reserves and recommended approval to full Council.</li> <li>2. To approve the creation of an £0.75m Ear Marked Reserve to mitigate the Revenue costs of Local Government Reorganisation.</li> <li>3. To approve the use of the Communities reserve to fund a revenue budget of £4,000 per Member to allow the award of small local grants.</li> <li>4. That an alternative option for balancing the budget should be agreed to replace costs or savings not taken forward if there are any.</li> <li>5. That Cabinet agree that any additional funding announced as part of the final Local Government Settlement announcement be transferred to reserves.</li> <li>6. That Cabinet decide which proposed new capital bids should be recommended to full Council for inclusion in the Capital Programme.</li> </ol> |
| Reasons for recommendations | To enable the Council to set a balanced budget.  |
| Background papers           | 2025/26 Budget report presented to Full Council on 19 February 2025.   |

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| Wards affected    | All              |
| Cabinet member(s) | Cllr Lucy Shires |
| Contact Officer   | Don McCallum     |

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|  | Director of Resources and s151 Officer<br><a href="mailto:Don.McCallum@north-norfolk.gov.uk">Don.McCallum@north-norfolk.gov.uk</a> |
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12. **MEDIUM TERM FINANCIAL STRATEGY 2026/27 TO 2029/30** 145 - 176
13. **LEASE RENEWAL: FORESHORE AT HAPPISBURGH** 177 - 180

| <b>Lease renewal: Foreshore at Happisburgh</b> |   |
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| <b>Executive Summary</b>                       | <p>The Council's existing 21-year peppercorn lease for the foreshore at Happisburgh expired on 9 February 2024.</p> <p>This lease provides the Council with the necessary rights to undertake coastal protection, drainage and water management works under the Coast Protection Act 1949 and associated legislation. Renewal of the lease is essential to ensure continued access and operational capability in an area of coastline that remains highly vulnerable to erosion and flood risk.</p> <p>It is proposed that the Council renews the lease on similar peppercorn terms for a further 21-year period commencing 10 February 2024. This renewal will secure the Council's ability to deliver statutory coastal protection functions, maintain long-term coastal management activities, and support the resilience of the local community and infrastructure.</p> <p>Approval of the lease renewal represents a low-cost, practical and strategically important step in sustaining the Council's coastal management responsibilities.</p> |
| <b>Options considered</b>                      | An option was considered not to renew the lease, however this was rejected due to benefit the lease provides.   |
| <b>Consultation(s)</b>                         | Coastal Management<br>Cllr Luke Patterson<br>Assistant Director Sustainable Growth  |
| <b>Recommendations</b>                         | <p>That Cabinet resolves to agree:</p> <ul style="list-style-type: none"> <li>• A lease renewal for 21 years</li> <li>• Delegate approval to the Asset Strategy Manager to agree the exact terms of the lease.</li> </ul>   |
| <b>Reasons for recommendations</b>             | Ensuring the Council can continue to manage and maintain the Happisburgh foreshore  |
| <b>Background papers</b>                       | N/A   |



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| <b>Wards affected</b>    | Happisburgh  |
| <b>Cabinet member(s)</b> | Cllr Harry Blathwayt<br>Cllr L Shires  |
| <b>Contact Officer</b>   | Renata Garfoot. Asset Strategy Manager<br><a href="mailto:Renata.Garfoot@North-Norfolk.Gov.UK">Renata.Garfoot@North-Norfolk.Gov.UK</a> |

#### 14. NEATISHEAD CONSERVATION AREA APPRAISAL

181 - 186

| <b>Neatishead Conservation Area Appraisal and Management Plan</b> |   |
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| <b>Executive Summary</b>  | This report seeks approval to adopt the Neatishead and Hall Road, Barton Turf Conservation Area Appraisal and Management Plan in line with national policy and best practice. Both the Appraisal and Management Plan were authored by The Broads Authority, who subsequently adopted them in May 2025.  |
| <b>Options considered</b>   | <ol style="list-style-type: none"> <li>1. To adopt the document</li> <li>2. To <u>not</u> adopt the document, not considered to be appropriate considering the extensive public involvement via consultation, and the document having already been adopted by The Broads Authority.</li> </ol>  |
| <b>Consultation(s)</b>  | The Draft Neatishead Conservation Area Appraisal and Management Plan was made available for public consultation across a period between 2 September and 14 October 2024. Organisations such as North Norfolk District Council Historic England and Norfolk County Council were consulted, along with residents of the conservation area and the parish councils. A public drop-in session was held at the New Victory Hall in Neatishead on Saturday 14 September and this was well attended. |
| <b>Recommendations</b>  | <p>This report asks that Cabinet:</p> <ol style="list-style-type: none"> <li>1. Notes the content of the Neatishead and Hall Road, Barton Turf Conservation Area Appraisal and Management Plan, and</li> <li>2. Approves the adoption of the Neatishead and Hall Road, Barton Turf Conservation Area Appraisal and Management for statutory planning purposes and for the Appraisal document to become a material consideration in the planning process.</li> </ol>                           |

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| <b>Reasons for recommendations</b> | To enable the appraisal document to provide planning guidance for the District.            |
| <b>Background papers</b>           | Neatishead and Hall Road, Barton Turf Conservation Area Appraisal and Management Plan 2025 |

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| <b>Wards affected</b>    | All Wards   |
| <b>Cabinet member(s)</b> | Cllr Andrew Brown   |
| <b>Contact Officer</b>   | Alannah Hogarth, Senior Conservation & Design Officer, <a href="mailto:Alannah.hogarth@north-norfolk.gov.uk">Alannah.hogarth@north-norfolk.gov.uk</a> |

15.

#### DELEGATED DECISIONS NOVEMBER TO DECEMBER 2025

187 - 192

| <b>Delegated Decisions November to December 2025</b> |   |
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| <b>Executive Summary</b>                             | This report details the decisions taken under delegated powers from November to December 2025.  |
| <b>Options considered</b>                            | Not applicable – the recording and reporting of delegated decisions is a statutory requirement.   |
| <b>Consultation(s)</b>                               | Consultation is not required as this report and accompanying appendix is for information only. No decision is required, and the outcome cannot be changed as it is historic, factual information.   |
| <b>Recommendations</b>                               | <b>To receive and note the report and the register of decisions taken under delegated powers.</b>   |
| <b>Reasons for recommendations</b>                   | <p>The Constitution: Chapter 6, Part 2, details the functions which are delegated to officers. In addition, it requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate).</p> <p>The law requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website.</p> <p>These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer either -</p> <ul style="list-style-type: none"> <li>• under an express delegation granted at a meeting of Cabinet, Council or a Committee.</li> <li>• Or under a general delegation (where responsibility is delegated in the Constitution)</li> </ul> |

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| <b>Background papers</b> | Signed decision forms |

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

## 16. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

## 17. PRIVATE BUSINESS