

<b>Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2023-24 and Action Plan 2024-25 – to end of Quarter 1 – 30 June 2024</b>	
<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2023-24 has largely been delivered as planned and work has started on a significant number of actions in the 2024-25 Action Plan
<b>Options considered</b>	This is a report on the progress being made to deliver against the Council's Corporate Plan.
<b>Consultation(s)</b>	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
<b>Recommendations</b>	Cabinet is invited to comment on this report.
<b>Reasons for recommendations</b>	<b>Ten actions in the 2023-24 Action Plan have been completed. The remaining eighteen actions have been carried forward, updated or amended to reflect changed circumstances and been included in 2024-25 Annual Action Plan 2024-25 which was agreed in November 2023 and the implementation of which has started.</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 Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk

<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 2023/24 is implemented as planned and delivery of Action Plan 2024/25 has started 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.
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## 1. Purpose of the report

- 1.1 The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2023-24 and 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

- 2.1 Full Council approved the Corporate Plan 2023-27 and the first annual Action Plan for 2023/24 at its meeting of 17 July 2023. Lead officers then started to work on how the desired outcomes in the action plan would be achieved. The Corporate Plan 2023-27 Action Plan 2024-25 was approved by Cabinet at their meeting on 6 November 2023.
- 2.2 This report details the progress made to the end of June 2024 in implementing both annual Action Plans, identifies any issues with individual actions and puts forward proposals for how these would be addressed.

## 3. Overview of progress

### 3.1 Overall progress – Action Plan 2023/24

The tables below show overall progress in implementing the Action Plan.

#### **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

Action Plan 2023/24 – Summary – Quarter 4 from Jan to March 2024

RAG status	No. of actions
Red	1
Amber	6
Green	21
NA	0
Missing data	0

Total	28
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Stage	No. of actions
Not Started	0
In Progress	18
Completed	10
Cancelled	0
Missing data	0
Total	28

### Cross-tabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	1	0	0
Amber	0	6	0	0
Green	0	11	10	0
NA	0	0	0	0

The progress report shows that the majority of actions are in progress and on track. Actions in the Action Plan 2023/24 have now either been completed or have been carried forward and incorporated into the Action Plan 2024/25. Details of this process for each action are given in the appendices.

### 3.2 Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary - Quarter 1 from April to June 2024

RAG status	No. of actions
Red	1
Amber	6
Green	36
NA	1
Missing data	0
Total	44

Stage	No. of actions
Not Started	1
In Progress	42

Completed	1
Cancelled	0
Missing data	0
Total	44

#### Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	1	0	0
Amber	0	6	0	0
Green	0	35	1	0
NA	1	0	0	0

The progress report shows that the majority of actions are in progress and on track.

### 3.3 Details of all Actions

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

- Appendix A Action Plan 2023-24 Progress Updates
- Appendix B Action Plan 2024-25 Progress Updates – Qtr 1 2024-25.

## 4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 are implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

## 5. Financial and Resource Implications

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

#### Comments from the S151 Officer:

The report is a summary of progress against actions 2023/24. There are no financial implications.

## 6. Legal Implications

There are no legal implications arising directly from this report.

#### Comments from the Monitoring Officer

This is an update report to provide Members with progress made in the 2023/24 Action Plan. There are no specific governance issues regarding the report. Specific action points may have their own governance requirements in which case separate governance/legal advice should be sought through the Legal Team.

## **7. Risks**

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Action Plans 2023-24 and 2024-25. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

## **8. Net Zero Target**

- 8.1 The Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 contain actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero target.

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

- 9.1 The Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 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**

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

## **11. Conclusion and Recommendations**

**Ten actions in the 2023-24 Action Plan have been completed.**

**The remaining eighteen actions have been carried forward, updated or amended to reflect changed circumstances and been included in 2024-25 Annual Action Plan 2024-25 which was agreed in November 2023 and the implementation of which has started.**

**Cabinet is invited to comment on this report.**

# Action Plan 2023/24

Updates



Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
	Use the filter to find your actions		Use Drop Down	Use Drop Down		
1 Provide the solar car port at the Reef	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	Green	NA	The solar car port is complete and providing electricity to The Reef. Performance will continue to be monitored against original business case and lessons learned have been collated to provide learning to future projects.
2 Develop a response to the Waste and Resources Strategy	Bob Wade	Greener: Waste: 3 Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter	In Progress	Amber	Action no. 4	Work has been commenced to enable compliance with the legislative requirements. There have been numerous delays to the introduction of legislation at a national level and it is not yet fully clear what impact the change of Government may on implementation. A report has been commissioned and received to inform the approach to be taken and discussions are ongoing with the Waste and Related Services Contractor, Serco, to develop an service offering to meet the enhanced collection requirements.  Carried forward to 2024/25 Action Plan.
3 Local Plan examination	Russell Williams	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	NA	The Examination took place in February - March 2024. The Council is now awaiting feedback from the Independent Inspector
4 Launch CoastWise	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Completed	Green	NA	Outline business case approved. Core project team in place. Programme launched. First series of Coastwise cafe events completed.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
5 Commence delivery of Cromer and Mundesley Coast Protection Schemes	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	Completed	Green	Action no. 6	Construction is progressing on both schemes according to the planned programme. Regular and ongoing collaboration as a whole project team to identify and address any challenges. Awaiting final confirmation from Environment Agency for final top up funding for Cromer scheme (sufficient funding secured for the current works) Some outstanding consents leading to programme adjustments.  Follow on action since commencement added to 2024/25 Action Plan.
6 Promote the development of Neighbourhood Plans	Russell Williams	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Action no. 18	Incorporated into Action Plan 2024/25.
7 Develop a Rural Strategy	Martyn Fulcher	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Action no. 8	Scoping work being undertaken. Consultation with Pfh. Economic Growth Team to progress initially.  Carried forward to Action Plan 2024/25.
8 Further develop and embed our Youth Council work	Emma Denny	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	In Progress	Amber	Action no. 43	Capacity issue.  Carried forward to Action Plan 2024/25.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
9 Completion of new/ refurbished toilets at North Walsham Sheringham and Holt	Russell Tanner	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Amber	Action no. 11	North Walsham complete. The Leas at Sheringham is work in progress. Albert Street at Holt is also work in progress and demolition is taking place and should be complete during August 2024.  Carried forward and incorporated into Action Plan 2024/25.
10 Develop an Active Environments Strategy	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	In Progress	Amber	Action no. 12	Conversations are ongoing regarding the correct and most appropriate approach to be taken for this action. Meeting scheduled with Leisure, Property, Planning and Members 9/9/24 .  Carried forward and incorporated into Action Plan 2024/25.
11 Submit quality bids to available Government funding opportunities	Tina Stankley	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	Action no. 11	This is an ongoing piece of work, that we look for opportunities and apply for funding where possible.  Carried forward and incorporated into Action Plan 2024/25.
12 Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to	Trudi Grant	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	Action no. 10	During 2023/24, we have realised over £1.2million in annual income for our residents through our income maximisation work.  Carried forward and incorporated into Action Plan 2024/25.



Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
13 Develop 38 affordable housing units	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	Action no. 21	38 new affordable homes were built in 2023/24. The average over the previous 10-years was 92 per annum.  Carried forward and incorporated into Action Plan 2024/25.
14 Realise the Council's contracted commitment under the Local Authority Housing Fund	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	NA	Working with Flagship Housing 10 new homes were delivered supported by LAHF grant and NNDC have also purchased 5 homes for homeless households supported by LAHF grant
15 Work with partners, agree a programme of investment in local housing initiatives, funded through the local Second Homes Council Tax premium	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Red	Action no. 20	Second Homes premium will not be in place until April 2025. However, working with Registered Provider partners we have a pipeline of affordable housing developments in place.  Carried forward and incorporate into Action Plan 2024/25.
16 Deliver additional units of Temporary Accommodation	Lisa Grice	Housing: Housing Need: 3 Increasing our portfolio of Temporary Accommodation to support residents in crisis	In Progress	Green	Action no. 37	Ongoing grant funding: LAHF has enabled the purchase of additional units of accommodation.  Carried forward and incorporated into Action Plan 2024/25.
17 Take forward the recommendations of the Stalham High Street Task Force Action Plan	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	Action no. 26	Implementation of recommendation of action plan being developed with local stakeholders.  Carried forward and incorporated into Action Plan 2024/25.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
18	Facilitate the provision of at least one Banking Hub in the district as a model to retain access to cash and financial services in our key settlements	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Amber	Action no. 27	Protracted discussions with stakeholders.  Carried forward and incorporated into Action Plan 2024/25.
19	Prepare an Economic Growth Strategy	Rob Young	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	NA	The Economic Growth Strategy was approved and adopted by full Council at its meeting of 27 March 2024.
20	Launch the Virtual Business Support Hub	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	NA	The Invest North Norfolk site is now live and providing information and support for businesses.
21	Commission a study into the potential Hydrogen production at the Bacton Energy hub	Steve Blatch	Economy: Infrastructure: 2 Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	Action no. 25	Cabinet approval to commission a study obtained June 2023. However, significant exploratory developments around carbon capture and storage and Hydrogen production and transmission taken forward during the summer 2023 and a research project progressed by the University of Newcastle Upon Tyne. Member workshop delivered in March 2024 by the Newcastle University Team.  Regular discussion now established with National Gas Grid, terminal operators and others proposing carbon capture and hydrogen development at Bacton and these discussions are ongoing.  Carried forward and incorporated into Action Plan 2024/25.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
22 Ensure our customer service delivery model reflects current and future customer needs	Steve Hems	Council: Customer: 2 Providing support for all residents, focussing on equality, understanding and respect	In Progress	Amber	Action no. 38	<p>There have been number of enhancements to Customer Service delivery including the introduction of an online chatbot to assist customers to self serve for the information that they are seeking. The review of the Council's Customer Service Strategy will begin shortly informed by a systemic service review to fully understand customer needs and demands. The Complaints and Compliments policy is currently being updated to reflect upcoming changes to the national codes of practices for this area. There is likely to be some delay in completing all this work but progress is being made, helped by our involvement in the LGSCO code pilot.</p> <p>Carried forward and incorporated into Action Plan 2024/25.</p>
23 Complete implementation of the Planning Service Improvement Plan	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	Action no. 36	<p>Good progress being made.</p> <p>Carried forward and incorporated into Action Plan 2024/25.</p>
24 Facilitate Corporate Peer Challenge and prepare response to any recommendations made	Steve Blatch	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Action no. 34	<p>Delivery against the action is in progress.</p> <p>Transferred to Action Plan 2024/25.</p>
25 Ensure the Councils annual accounts are audited in a timely manner	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	Action no. 44	<p>The accounts will be produced and working papers reviewed so they are ready for the planned audit start date in October.</p> <p>Carried forward to 2024/25.</p>

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
26	Develop a new People and Workforce Strategy in support of the Council's objectives and priorities	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Action no. 42	Two workshops have been held in relation to the drafting of the People Strategy (25 June and 15 July 2024). Initial draft of the strategy is expected to be provided to the Chief Executive w/c 2 September 2024. The draft Learning and Development Strategy will be launched alongside the People Strategy.  Incorporated into Action Plan 2024/25.
27	Review and prepare an options appraisal for the management of the car park service	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	Action no. 39	This is ongoing and it is intended to report to Cabinet in October.  Incorporated into Action Plan 2024/25.
28	Advertise and let the Cedars building in North Walsham	Renata Garfoot	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	Completed	Green	NA	The main Cedars Building is fully let.

# Action Plan 2024/25

Updates for quarter 1 2024/25 - April to June 2024



Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
1 Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	Carried forward from 2023/24 Action Plan - action no. 3	In Progress	Amber	Inspector's letter delayed by General Election.  Further update: Letter received on 22 July 2024 - requires further work, response being prepared to be agreed through the Planning Policy & Built Heritage WP.
2 Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding		In Progress	Green	Our carbon footprint for 23/24 is currently being prepared. 54 staff and 26 members have received carbon literacy training of which 47 and 8, respectively have received official certification. 100 additional staff have received carbon awareness training
3 Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions		In Progress	Green	Grant secured for photovoltaic installation at Victory Swim and Fitness Centre, feasibility conducted and planning approval received.  Feasibility of EV charge points on additional Council owned car parks complete and will inform report to Cabinet October 2024.  Further update - Survey of main Council offices completed July 2024 and proposal to prepare application for Public Sector Decarbonisation Scheme grant in the autumn.
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.	Bob Wade	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	Carried forward from 2023/24 Action Plan - action no. 2	In Progress	Green	New burdens capital funding has been received from the previous government for the introduction of household food waste collections by 1-4-26. After an independent consultant's review of the funding award an appeal has been lodged with DEFRA to provide additional funding given the identified funding gap. Work is ongoing identifying additional depot space and other needed resources.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
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.	Bob Wade	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	Work is underway to identify the opportunities for increasing biodiversity to our open spaces.
6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	Linked to action no. 5 from 2023/24 Action Plan	In Progress	Green	Schemes being implemented in accordance with latest programme
7	Working with Defra, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Linked to action no. 4 from 2023/24 Action Plan	In Progress	Green	Progressing as per the Business Case.
8	Produce and publish a Rural Strategy and Action Plan by June 2024	Martyn Fulcher	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	Carried forward from 2023/24 Action Plan - action no. 7	In Progress	Green	Initial scoping discussions held.
9	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities from April 2025.	Steve Hems	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive		Not Started	NA	This action is due to commence September 2024 however initial scoping work discussions have taken place.
10	With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	Carried forward from 2023/24 Action Plan - action no. 12	In Progress	Green	At the end of Q1/2024, we have realised over £625k in annual income for our residents through income maximisation work.
11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	Carried forward from 2023/24 Action Plan - action no. 9	In Progress	Green	Work is underway to complete the CPT facility at the Leas in Sheringham and the rebuild of the Albert Street facilities at Holt is underway. The opportunity to include a CPT facility has been taken with this. These 2 schemes have attracted some government funding. However beyond these 2 schemes no funding has been included in future years to have a rolling programme of refurbishments

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
12	Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Carried forward from 2023/24 Action Plan - action no. 10	In Progress	Amber	Conversations are ongoing regarding the correct and most appropriate approach to be taken for this action. Meeting scheduled with Leisure, Property, Planning and Members 9/9/24
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	New	In Progress	Green	The Locality Action Plan for North Norfolk has been updated to reflect the extension to this partnership, and our locality officer has been working to deliver projects which support residents most in need, as well as working with specific clubs and organisations to develop their offer. We continue to deliver several projects including The Opening Schools Fund, Big Norfolk Holiday Fun and Active Now, whilst continuing to monitor the local and national opportunities for further funding and/or project opportunities.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Communities: Culture: 4 Developing further the leisure facilities provided across the District		Completed	Green	Government announced a capital allocation for the Fakenham Leisure & Sports Hub proposal during the Autumn Budget Statement. The project is progressing, this item is therefore complete and will be replaced by an action related to the delivery of the project subject to funding confirmation.
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business case to be prepared by March 2025.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District		In Progress	Green	The team considered the upcoming Hornsea funding pot for this project but upon further discussions it was decided that this particular project would not align well with their priorities. We will still seek to make a bid for these funds, but not for this project specifically.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District		In Progress	Amber	North Walsham project is on hold but still remains a strategic priority to all parties. Cromer's project is progressing with an application to the Football Foundation expected in October.  The Fakenham project now forms part of the Fakenham Leisure and Sports Hub project (FLASH).
17	Share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible		In Progress	Green	Housing need/provision data was shared with all Parish & Town Councils at the start of the year. Analysis of 31/3/24 second, holiday let and empty homes has now been shared with Cabinet.
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	Carried forward from 2023/24 Action Plan - action no. 6	In Progress	Green	This work forms part of the Planning Service Improvement Plan.  Further progress: Wells Neighbourhood Plan Referendum held 4th July 2024.
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	New	In Progress	Green	NEC Ltd JV set up and trading. Credits now being released to those developers who have registered an interest with NEC Ltd. Officers proactively contacting applicants to alert to credits availability and mechanisms to purchase. Septic Tank conversion programme being rolled out.
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	Carried forward from 2023/24 Action Plan - action no. 15	In Progress	Red	The Leader and Chief Executive have been having discussions with the Leaders of the other councils within Norfolk to agree on a way forward. The discussions are ongoing but there hasn't been an agreement reached as yet.



	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible		In Progress	Green	We have a healthy affordable housing scheme pipeline, many of which are rural exception housing sites at various points in the development process. There are over twenty developments which will, subject to approvals, yield more than 350 new affordable homes.  Further update - completion of Northrepps Rural Exception Scheme plus start on sites at Salthouse and West Beckham.
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	New	In Progress	Green	Work continues to investigate complaints of poor standards and safety issues in Privately rented accommodation. The team are currently waiting for the outcome of an internal audit
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns		In Progress	Green	Strategy & Action Plan published but further work being done to publish summary document and supporting data. Implementation is ongoing.
24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	New	In Progress	Green	Following on from first event early in 2024, a proposal is being developed for a new approach to business engagement through events of various sorts. Engagement with the visitor economy sector is being undertaken in collaboration with VNN, with the next event planned for November 2024.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Economy: Infrastructure: 2 Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	Carried forward from 2023/24 Action Plan - action no. 21	In Progress	Green	Regular discussions now established with National Gas Grid, terminal operators and others proposing carbon capture and hydrogen developments at Bacton and these discussions are ongoing.  Further update - Letter sent to new Secretary of State on 8th July promoting Bacton Energy Hub site opportunities.
26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Carried forward from 2023/24 Action Plan - action no. 17	In Progress	Green	Ongoing engagement with stakeholders in the town and liaison with HSTF advisors
27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Carried forward from 2023/24 Action Plan - action no. 18	In Progress	Green	LINK have proposed Holt as a location for the first Banking Hub in North Norfolk. The Council supported the process by providing local statistics and data around banking usage and demographics, which demonstrated the importance of access to these services for local residents. The banking hub is intended to be delivered by Cash Access UK, which is a not-for profit company providing basic banking services in communities across the UK. They are presently exploring potential sites in Holt and it is hoped that the hub could be opened within the next 12 months.
28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	New	In Progress	Green	Close engagement with VNN continues, including support for initiatives that assist the local visitor economy sector. Maintaining liaison also with VEE and development of LVEP for the region.
29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	New	In Progress	Green	Development and delivery of programmes in accordance with original agreements. Award in full of final year allocation confirms effectiveness of delivery in past year.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	New	In Progress	Green	Norfolk Water Strategy Programme developed and published, alongside Norfolk water Fund to support project implementation. Discussions with partners about formulation of Norfolk Energy Plan.  Further update - meeting held 7th August 2024
31	Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the "digital divide" which exists in the district.	Martyn Fulcher	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	New	In progress	Green	Scoping working being undertaken
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	New	In Progress	Green	A pipeline of Initial projects have been identified. More immediate opportunities may potentially be eligible for the Norfolk Investment Framework (NIF) in the autumn. Others will require business cases to be developed, of which funding may also be available to do so through the NIF process
33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Economy: Skills: 1 Promoting innovation and workforce development throughout the district		In Progress	Green	Officers have met with the NCC Skills, a draft Terms of Reference has been produced and an list of potential stakeholders. Consideration is presently being given to a date for a first meeting, likely to be in September.
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Linked to action no. 24 from 2023/24 Action Plan	In Progress	Green	Update - report presented to Overview & Scrutiny Committee 17th July.  Peer Review Progress Review visit arranged for 31st July postponed. Subsequently rearranged for 12th December 2024.
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	New	In Progress	Green	Savings need to achieved over the life of the MTFP and action has been taken to realise these savings. Progress on achieving the savings will be reported to Cabinet as part of the Budget Monitoring reports. There are several service reviews already underway with a lot of progress being made. e.g. car parking review

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Carried forward from 2023/24 Action Plan - action no. 23	In Progress	Green	Further update - August 2024 - industry sector based magazine 'Planning Resource' identified NNDC's Planning service as one of only 12 platinum rated services nationally around speed and quality of decision making.
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong, Responsible and Accountable Council theme in terms of value for money and sustainable financial position.	Nicky Debbage	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	New	In Progress	Green	Initial review of VFM evidence completed. Further evaluation of recommended actions and potential delivery models needed in order to develop future approach to improve VFM.  Further update - EELGA consultant commissioned report due end October 2024.
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self- service options.	Steve Hems	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	Carried forward from 2023/24 Action Plan - action no. 22	In Progress	Amber	The Customer Services Manager is reviewing our current provisions and continues to look at opportunities to deliver more efficient customer interactions both for the customer and the council. A fuller review process is anticipated to be delivered across the summer months as part of service reviews.
39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	Carried forward from 2023/24 Action Plan - action no. 27	In Progress	Green	This review has been taking place for a while now and there are numerous workstreams for it, the two major ones being a review of fees and charges and a review of the enforcement activity. A report will be presented to Cabinet in October.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure		In Progress	Green	Draft Asset Management Strategy prepared.
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	New	In Progress	Green	Initial discussions have taken place.
42	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	Carried forward from 2023/24 Action Plan - action no. 26	In Progress	Green	Two workshops have been held in relation to the drafting of the People Strategy (25 June and 15 July 2024). Initial draft of the strategy is expected to be provided to the Chief Executive w/c 2 September 2024. The draft Learning and Development Strategy will be launched alongside the People Strategy.  Further update - August - draft strategy received from consultants for review.
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.	New - carried forward from 2023/24 Action Plan - action no. 8	In Progress	Amber	Capacity issue.
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	New - carried forward from 2023/24 Action Plan - action no. 25	In Progress	Green	The accounts will be produced and working papers reviewed so they are ready for the planned audit start date in October.