

<b>Reporting progress implementing Corporate Plan 2023-27 Action Plan 2023-24</b>	
<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2023-24 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 Action Plan 2023-24 is being implemented as planned.</b>
<b>Background papers</b>	Corporate Plan 2023-27 Corporate Plan 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 Action Plan 2023/24 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2023/24 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 2023-24 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

## 2. Introduction & Background

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. This report shows the progress made in the quarter 1 January to 31 March 2024, identifies any issues with individual actions and puts forward proposals for how these would be addressed. The Corporate Plan 2023-27 Action Plan 2024-25 was approved by Cabinet at their meeting on 6 November 2023.

## 3. Overview of progress

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

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

Action Plan 2023/24 – Summary

Quarter 4 from 1 January to 31 March 2024

RAG status	No. of actions
Red	2
Amber	5
Green	21
NA	0
Missing data	0
Total	28

Stage	No. of actions
Not Started	2
In Progress	18
Completed	8
Cancelled	0
Missing data	0
Total	28

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	1	1	0	0
Amber	1	4	0	0
Green	0	13	8	0
NA	0	0	0	0

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

### 3.2 **Action Plan 2024/25**

Officers have commenced work against the objectives agreed in the Corporate Plan Action Plan 2024/25 as approved by Cabinet at its meeting on 6 November 2023. Progress reports for these actions will be presented in the next report for quarter 1 2024/25 (1 April to 30 June 2024).

### 3.3 **Details of all Actions**

To review the updates for all the actions please see Appendix A Action Plan 2023-24 Progress Updates – Quarter 4 2023-24.

## 4. **Corporate Priorities**

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

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

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

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

There are no financial or resource implications arising from the report.
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## 6. **Legal Implications**

There are no legal implications from this report.

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

There are no specific governance issues apparent from this report.
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## 7. **Risks**

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plans 2023-24. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

## 8. **Net Zero Target**

The Corporate Plan 2023-27 Action Plan 2023-24 contains 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 Plan 2023-24 contains actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

**10. Community Safety issues**

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

**11. Conclusion and Recommendations**

The Action Plan 2023-24 is being implemented as planned.

**Cabinet is recommended to note this report.**

## Action Plan 2023/24

Updates for quarter 4 2023/24 - January to March 2024



Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
1 Provide the solar car port at The Reef	Kate Rawlings	Our Greener Future	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	Green	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	Our Greener Future	Greener: Waste: 3 Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter	Not Started	Amber	The work programme for this action is being reviewed following Government announcements on Simpler Recycling (October 2023) and Food Waste Collections (March 2024)
3 Local Plan examination	Russell Williams	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	The Examination took place in February - March 2024. The Council is now awaiting feedback from the Independent Inspector
4 Launch CoastWise	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	Completed	Green	Outline business case approved. Core project team in place. Programme launched. First series of Coastwise cafe events completed.
5 Commence delivery of Cromer and Mundesley Coast Protection Schemes	Tamzen Pope	Our Greener Future	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	Completed	Green	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. Still chasing the Environment Agency for top up funding for Cromer (have sufficient funding secured for the works currently).  Majority of consenting in place.
6 Promote the development of Neighbourhood Plans	Russell Williams	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 continues to promote Neighbourhood Plans to Town and Parish Councils via the Forum and the bi-monthly Planning Briefing sessions. Consultation stages of the Wells Neighbourhood Plan progressed.
7 Develop a Rural Strategy	Martyn Fulcher	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	Initial discussions have commenced with the Portfolio Holder to set the focus and priorities for the strategy to achieve and how best this can be progressed.

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
8 Further develop and embed our Youth Council work	Emma Denny	Developing our Communities	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	The Youth Council is currently only meeting occasionally due to a lack of resource to provide support to it. Long-term solutions are being sought.
9 Completion of new/ refurbished toilets at North Walsham Sheringham and Holt	Russell Tanner	Developing our Communities	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Amber	North Walsham completed.  Sheringham Leas works to refurbish male and female toilets completed summer 2023, but works programmed to provide refurbished accessible toilet and new Changing Places and family facilities have been delayed due to need to strengthen bridge supports for pathway above the toilets and beach access route. These works were carried out in March / April 2024 and will be followed by the toilet improvement works.  Delays experienced with commencing replacement facilities at Albert Street toilets Holt due to capacities of statutory undertakers - UKPN.
10 Develop an Active Environments Strategy	Colin Brown	Developing our Communities	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Not Started	Red	Conversations are ongoing internally regarding the content of this strategy and the correct approach to take.
11 Submit quality bids to available Government funding opportunities	Tina Stankley	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	The Council received a Levelling Up Fund grant offer of £9.8m for the Fakenham Leisure and Sports Hub in late November 2023 and in early 2024 has put in place strong governance arrangements for the delivery of this project until 2026.  A grant offer of £174k received under the Swimming Pool Fund in March 2024 to provide solar panels at the Victory Swim and Fitness Centre, North Walsham.  We will continue to submit bids for Government funding and other external funding where appropriate to further enhance the leisure facilities on offer throughout the District.

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
12	Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to	Trudi Grant	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	In Progress	Green	<p>The service continues to use data analytics and proactive targeting, to identify and actively support vulnerable residents affected by the impacts of welfare reform and promote better outcomes for people in poverty households.</p> <p>Offering proactive support enhances financial resilience by preventing debt and arrears. Boosting household income helps residents stay financially secure for longer, allows households to become financially resilient and able to absorb financial shocks, potentially reducing long term costs for the council in areas like debt recovery, housing, and health.</p> <p>To date the team have achieved over £1.2 million in increased benefits and funding to residents through take up campaigns, targeting, and referrals into the Financial Inclusion team.</p>
13	Develop 38 affordable housing units	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	38 new affordable homes were built in 2023/24. The average over the previous 10-years was 92 per annum
14	Realise the Councils contracted commitment under the Local Authority Housing Fund	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	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/ Graham Connolly	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Red	<p>Delays in Government passing the Levelling Up and Regeneration Bill, which was not adopted until October 2023, means the Second Homes council tax premium cannot be introduced by the Council until 1 April 2025.</p> <p>Discussions are being pursued with Norfolk County Council over the retention of the Second Homes council tax premium to support a programme of affordable housing development in the district, this action should move into 2024/25.</p>
16	Deliver additional units of Temporary Accommodation	Lisa Grice	Meeting our Housing Need	Housing: Housing Need: 3 Increasing our portfolio of Temporary Accommodation to support residents in crisis	In Progress	Green	Between 1st January 2024 and 31 March 2024, we have increased our temporary accommodation portfolio by a further two properties which now stands at 23 properties.

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
17	Take forward the recommendations of the Stalham High Street Task Force Action Plan	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 Stalham Town Team has been established and is meeting on a monthly basis. A good level of core engagement from local stakeholders has been established, but others are being sought to further strengthen this. On 26 April The Portfolio Holder for Sustainable Growth and relevant Officers held a 'walk'n'talk' session in the town to better understand some of the key issues within the town.
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	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	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.
19	Prepare an Economic Growth Strategy	Rob Young	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 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	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 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	Investing in our Local Economy and Infrastructure	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	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 and a research project progressed by the University of Newcastle Upon Tyne. Member workshop delivered in March 2024 by the Newcastle University Team.  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.



	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
22	Ensure our customer service delivery model reflects current and future customer needs	Steve Hems	A Strong, Responsible and Accountable Council	Council: Customer: 2 Providing support for all residents, focussing on equality, understanding and respect	In Progress	Amber	Work has begun on reviewing the customer service strategy and complaints procedure. Customer service strategy will be developed in consultation with service areas across the council. The complaints procedure has been delayed slightly due to the inclusion of NNDC into the pilot scheme for the LGSCO.
23	Complete implementation of the Planning Service Improvement Plan	Russell Williams	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	This should be completed in time for a report to Overview and Scrutiny Committee in Summer 2024
24	Facilitate Corporate Peer Challenge and prepare response to any recommendations made	Steve Blatch	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	Corporate Peer Challenge undertaken in September 2023 and an Action Plan developed and approved in line with the recommendations from the Peer Review report. A progress review meeting with the LGA Peer Challenge Team has been diarised for 30 July 2024.
25	Ensure the Council's annual accounts are audited in a timely manner	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	NNDC now has a plan which includes the completion of 2021/22 and 2022/23 accounts which will be published as soon as they are available on the Council's website. These will not be audited in line with the national guidelines. The closedown for 2023/24 will take place in line with the normal timetable and it has been agreed with the external auditors that the accounts will be audited in late autumn 2024. These will be presented for sign off at the December 2024 meeting of GRAC.
26	Develop a new People and Workforce Strategy in support of the Council's objectives and priorities	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	The Staff survey was carried out in January/ February 2024 and will inform the development of a new People Strategy during the summer of 2024.
27	Review and prepare an options appraisal for the management of the car park service	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	In Progress	Green	The review is progressing. A report is planned to be presented to the Cabinet meeting in October 2024 presenting the outcome of the review and options to take that forward.
28	Advertise and let the Cedars building in North Walsham	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	In Progress	Amber	Substantial works to the Cedars building by the Council in September 2023, however, delays experienced with securing a broadband service to the building through a third party provider meant that tenants were unable to take up the space until March 2024.