

Reporting progress implementing Corporate Plan 2023-27 Action Plan 2024-25 – to end of Quarter 3 – 31 December 2024	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
Options considered	Not relevant.
Consultation(s)	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
Recommendations	Cabinet is recommended to note this report.
Reasons for recommendations	The progress report shows that twenty-six of the actions are in progress and on track and nine completed. One action is identified as red and six actions are identified as amber. There has been a reduction in the number of actions identified as amber from sixteen in the previous quarter to six. Corporate Leadership Team (CLT) have reviewed actions flagged as red and amber in the last quarter.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25

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

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

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not applicable. Item is not exempt.

Details of any previous decision(s) on this matter	<p>Corporate Plan 2023-27 and Action Plan 2023-24 approved by Full Council on 17 July 2023.</p> <p>Corporate Plan 2023-27 Action Plan 2024-25 approved by Cabinet 6 November 2023.</p>
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1. Purpose of the report

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

2. Introduction & Background

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

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

3. Overview of progress

3.1 Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary

Quarter 3 from October to December 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	3
In Progress	32
Completed	9
Cancelled	0
Missing data	0
Total	44

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	1	0	0	0
Amber	0	6	0	0
Green	1	26	9	0
NA	1	0	0	0

The progress report shows that twenty-six of the actions are in progress and on track and nine completed. One action is identified as red and six actions are identified as amber. There has been a reduction in the number of actions identified as amber from sixteen in the previous quarter to six. Corporate Leadership Team (CLT) have reviewed actions flagged as red and amber in the last quarter.

KEY

Red = Actions will not deliver planned outcomes without significant interventions

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

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.2 Details of all Actions

To review the updates for all the actions please see Appendix A Action Plan 2024-25 Progress Updates – Quarter 3 2024-25.

4. Corporate Priorities

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

5. Financial and Resource Implications

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

Comments from the S151 Officer:

This report is for noting only. Therefore, there are no financial or resource implications arising from the report.

6. Legal Implications

There are no legal implications from this report.

Comments from the Monitoring Officer

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

7. Risks

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

8. Net Zero Target

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

9. Equality, Diversity & Inclusion

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

10. Community Safety issues

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

11. Conclusion and Recommendations

The progress report shows that twenty-six of the actions are in progress and on track and nine completed. One action is identified as red and six actions are identified as amber. There has been a reduction in the number of actions identified as amber from sixteen in the previous quarter to six. Corporate Leadership Team (CLT) have reviewed actions flagged as red and amber in the last quarter.

Cabinet is recommended to note this report.

Action Plan 2024/25

Progress updates for quarter 3 2024/25 - October to December 2024



	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January 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	In Progress	Amber	Work progresses on the Plan. Further Consultation phase took place in November to December 2024. If Inspector concludes Plan is 'sound' then it will be adopted in 2025.
2	Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	In Progress	Green	One hour carbon awareness training sessions now being offered to those unable to complete the full carbon literacy training package.
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	Solar PV installation on Victory Swim and Fitness Centre completed December 2024 (with grant award from Sport England). Evaluation has taken place of opportunities for improving solar electricity generation from the Council's Cromer office as part of a decarbonisation study produced in the autumn. Evaluation of EV charging options undertaken and report completed, suggesting various approaches to providing new installations on the Council's car parks.
4	Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Emily Capps	Greener: Waste: 1 Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household	In Progress	Green	Promotional activities occurred over the Christmas period through the sharing of Norfolk Waste Partnership assets on our social media channels. Focussing on the "Anything But..." campaign to encourage recycling and a reduction of food waste. An article was published in the Outlook magazine relating to recycling with a particular focus on garden waste and the availability of garden waste bins. A project team has been established with regard to food waste collections. The team are currently working on the introduction of commercial changes which for some businesses comes into force as of 1st April 2025. Further information on the simpler recycling released in November 2024, along with statutory guidance. A briefing for members on this is being prepared.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January 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.	Emily Capps	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	This action has had to take a lower priority than originally proposed because of capacity issues within the Environment and Leisure Service and SERCO due to the reorganisation of new waste, recycling and garden waste rounds and need to progress our thinking around the introduction of food waste collection services. Since the end of March 2024, Serco have been instructed not to use Glyphosate weed killer on the contract and there has been no use since this date. Serco have conducted trials across the contract of a number of alternative weed treatment methods, including acetic acid and hot foam spraying. The hot foam showed promise as an alternative treatment and Serco have undertaken to do further work on developing a business case for the capital cost of the equipment and revenue cost. The Council is in dialogue with Serco around changing some of the seasonal planting to more drought tolerant planting that would lead to a lower carbon footprint as well as fitting with climate adaption. It is recognised that it is appropriate to maintain the seasonal bedding in some locations. A business case will be produced in due course for further consideration.
6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Green	Cromer Scheme substantially complete and Mundesley scheme on target for completion in spring 2025
7	Working with Defra, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Continued progression. Please request Coastwise Board Programme Update for current work package progress. Key progress includes: Completion of carbon baselining and development of carbon calculator tool. Completion of analysis of Coastwise baseline survey. Completion of Coastal Transition Plan Investigations. Completion of Scoping of Sediment Valuation. Purchase of first imminent risk property. Development of detailed designs and discharging of planning conditions for replacement Happisburgh Car Park. Delivery of third phase of Coastwise Cafe's. Developing residential property concept options.
8	Produce and publish a Rural Strategy and Action Plan by June 2024	Martyn Fulcher	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Initial scoping work being undertaken. Meetings with PH and officer teams 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	Green	The Director for Communities will be discussing with the Leader of the Council with regard to whether he wishes to proceed with a survey as a priority given the context of local government reorganisation. Multiple consultations/ survey have been undertaken over the past nine months – Coastwise, Council Tax Support Scheme, Car Parks, Housing Allocations Policy, Local Plan consultation and there is a current consultation on North Lodge Park.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
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	Completed	Green	Funding was secured from a range of sources including The North Norfolk Health and Wellbeing Partnership, Better Care Fund and Local Place Board Community Transformation fund enabling the continued employment of the Community Connector Team to deliver projects on Frailty, High Intensity Users and the roll out of community engagement Positivitea events. We have been funded by Age UK to develop Age Friendly Communities. We have continued to deliver the Household Support Fund. These projects will continue to be delivered until 31/03/2025.
11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Green	Major improvements / redevelopment of public toilet facilities at The Leas, Sheringham (new Changing Place facility, accessible toilet, family cubicle and 24/7 toilet) completed in November 2024; works to complete the Albert Street, Holt facilities anticipated in February 2025 – both of these schemes secured Changing Places grant monies in addition to funding provided by the District Council. Pressure on the Council's budgets and capital programme means future significant improvements projects to the Council's public toilet portfolio is unlikely to be possible meaning the original Corporate Plan objective of delivering a further toilet improvement project in 2026 and 2027 will need to be amended.
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	Not Started	NA	We are still seeking an agreed approach to this.
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	This partnership continues to deliver across the district with several new funds obtained and projects started in the last quarter.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The announcement in the Autumn Statement of 2023 included the funding of the Fakenham Leisure and Sports Hub proposal. The Council has complied with the validation process set out by Government although the funding has not been confirmed due to the change of Government administration. This action is complete and it is suggested that should funding be confirmed at the end of October that a new action for the 2025/26 Annual Action Plan is included for the delivery of the build aspect of the project.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business case to be prepared by March 2025.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	The project to provide mains electricity to the country park is ongoing, although no external funding has been identified for this. We are hopeful that the original cost associated with this project can be reduced by delivering it in an alternative way. A proposed option to make the connection via the adjacent Beresford Road development was not feasible, but we are trying to arrange conversations with a neighbouring landowner to discuss a proposal to make the connection via his land which sits opposite the main entrance to HCP. External funding has been sought for a separate (but linked) project at HCP to install a new learning space. A bid for £100k has been submitted to the Hornsea 3 Legacy Fund which would see new indoor and outdoor eco-focussed learning spaces created for community use. Decision is expected in February.
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	A positive funding decision was received early in January for the Cromer project with the Football Foundation confirming their commitment to funding the project. They will provide 65% of the total project cost which equates to just over £450k. No announcement has been made as yet due to both applicants (NNDC and The Inspiration Trust) still reviewing the offer and funding conditions. Only once this is agreed will we then be able to comment on timescales but works would need to begin within 6 months of acceptance. The application process for North Walsham and Fakenham should begin in the early part of 2025 but are dependent on leases being agreed at both sites.
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 needs information was sent to all Town and Parish Councils in November 2024. Data is routinely monitored and shared appropriately. In particular data was provided to the recent OSC 'Homelessness Task and Finish Group' as well as the Housing Strategy Action Plan
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	15 Parish / Town Councils have now started work on (or completed) a Neighbourhood Plan - with Trunch and Weybourne formally starting the process in Q3.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	In Progress	Green	Founding member of NEC Ltd, company aimed at providing nutrient neutrality solutions across partner authority areas. Mitigation plans in place and credits already being traded. Septic Tank Conversion programme in place and first credits have now been released for developments in North Norfolk.
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	Completed	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025.
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	Work continues to ensure a good pipeline of affordable housing schemes - through housing enabling and liaison with Registered Providers, landowners, developers etc. end of year completions will be reported and predictions for next year made.
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	In Progress	Green	01/04/2024 to 09/01/2025- HHRS inspections completed 23, HMO inspections undertaken 9. Winter is always a busy period for the team with enquires relating to heating failures, dampness, mould and cold, so these numbers are likely to increase in the last quarter of the year.
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	Strategy completed. Summary document being finalised, together with updated data appendices. Implementation is ongoing.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	In Progress	Green	On 14 November a Visitor economy networking event was delivered in partnership with VNN. The event set at the marketing campaign for the coming year and was attended by over 140 businesses. A refreshed approach to business engagement has been established and new communications channels set up, including networking and other events. Three business events are scheduled for Q4 2025, including an Annual Business Networking event, an 'Inspiring North Norfolk' business event to showcase business excellence within the district and a sector specific event on the culture and creative sector.
25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Economy: Infrastructure: 2 Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	The District Council hosted a major summit event of key stakeholder organisations at the Council offices on 14th January 2025. This very successful event, attended by 80 delegates, shared details of the future opportunities which exist at the Bacton Energy Hub site to contribute to the UK's future energy security and transition to Net Zero, through the continued processing of natural gas, development of Carbin Capture and Storage and potential production and transmission of hydrogen and how partners can work together to develop a single vision and action plan for the future of the site, supported by increased electricity and water availability. The District Council will continue to lead on this work bringing together key partners.
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	Completed	Green	Stalham Town Centre Task Force has concluded its work and reported to local stakeholders. A new Town Team has been established to facilitate stronger partnership working with local stakeholders and to initiate appropriate projects in response to the issues identified.
27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Amber	A meeting has taken place with LINK about the need for a Banking Hub in Fakenham, but the discussions weren't particularly positive and further conversations now need to be had with Cash Access UK to develop a strong business case. Conversations also took place on the need for a Banking Hub in North Walsham and the challenges Cash Access UK are experiencing in securing permanent premises in Holt, as well as the need for a cash point to be provided in Hoveton). The Council will continue to present the case for banking hubs to be provided in North Norfolk through presenting data and evidence in support of such facilities but ultimately are unable to provide such facilities ourselves.
28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	Close liaison with VNN maintained, working collaboratively on destination marketing and support and engagement with the local visitor economy businesses. Exploring new ways of cementing the relationship and identifying ways of enhancing the visitor offer.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	In Progress	Green	Q3 targets met and details of outcomes widely shared. Arrangements being made for final stages of the programme and identification of projects for the recently announced 'transition funding' for 2025/26.
30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Continued dialogue with relevant statutory undertakers and representative organisations (e.g. Water Resources East, Broadland Agricultural Water Abstractors Group) in relation to water infrastructure planning affecting the District, as well as local businesses affected by infrastructure constraints. The Leader of the Council and Chief Executive had an introductory meeting with the new Chief Executive of Anglian Water on 9th January. Delays in agreement to NCC's devolution deal funding has caused set back on Local Energy Plan. Discussions about the future role of Bacton Gas Terminal have included consideration of its potential future energy and water needs as well as its potential to facilitate the supply of energy and water in the future.
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	In Progress	Green	Initial scoping meeting held with PH and project scope agreed. Background research now being undertaken and relevant contacts identified.
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of investments from significant companies are presently in discussion or have recently been confirmed. These include Jarrolds taking on the Back to the Garden site at Holt, B & M stores locating to the present Co-op in Cromer, Sainsburys' acquisition of the Homebase site on Holt Road, and M & S's publicly declared interest in premises at Holt. Construction of a new roundabout on the Fakenham bypass is presently underway. This will provide access for the 'Fakenham Urban Extension', which includes the building of up to 950 new homes, a new primary school, hotel and community centre as part of a public and private sector partnership.
33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	Skills forum established and meeting regularly. Liaison maintained with businesses and skills providers and 'Future Skills Now' project developed to identify and help in responding to skills needs of local businesses.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	There were 4 recommendations made by the Peer group after its visit 16 months ago. The Peer Group visited on 12 December to review progress on implementing the recommendations. The feedback from the day was very positive. CLT consider that approximately 60% of the actions to be taken have been completed and the remaining 40% continue to be progressed. It is recognised that many of the actions have no fixed end dates and are a continuous process of ongoing development.
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	EELGA's IT service review final report identifies that to take the service forward there needs to be a Strategic Head of IT to focus on the strategic management of the service. Recruitment into this post is underway. The Licensing service review is now underway. Joint CLT/AD meetings are to take place on a monthly basis from January 2025 onwards to agree the programme of service reviews, undertake and monitor progress.
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	Completed	Green	Overview and Scrutiny Committee considered an update report at its October 2024 meeting - and concluded that the Plan didn't require further reporting to them. Development Committee will continue to consider 'planning performance' and potential areas for improvement. A new 'Local Validation List' has been adopted for implementation from early January 2025 and a new 'Pre-Application' process should commence in the 2nd half of January. The Plan will be concluded - with a 'lessons learnt' phase - in Q4 of this municipal year.
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong, Responsible and Accountable Council theme in terms of value for money and sustainable financial position.	Nicky Debbage	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An independent review of the Council's approach to the purchase and management of Temporary Accommodation was undertaken by an EELGA Talent Bank resource and their report received in November 2024. The recommendations of the report are now being considered and will be taken forward during 2025.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self- service options.	Steve Hems	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	In Progress	Green	This is an ongoing project running alongside the perpetual change of the Council's services. Significant service improvements include increased online self-service reporting and application forms, and the implementation of the Council's Chat Bot service operating 24/7 via our website, providing support and direction to customer accessing information or services. Future plans include exploring the functionality across our telephony system, and the implementation of an improved workflow system to enable efficiencies and an improved customer experience.
39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	This is ongoing with a report due to Cabinet in February. Car parking fees and charges were agreed at the Cabinet meeting in November. The public consultation is underway with the plan to increase fees from 01 April 2025.
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	A draft revised Asset Management Plan has been prepared and will be presented to members in April 2025 once work finalising and approving the Council's 2025/26 budget is complete.
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	Completed	Green	The Peer Group recommended looking at setting up a company to manage this function. This option was reviewed but not felt to be appropriate for NNDC. However Members have decided to convert all of the weekly let beach huts to leased (5 year) units. This is being actioned by the Estates and Assets Manager under delegated authority.
42	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	A draft workforce development plan has been shared with CLT and returned to HR for final amendments. The changes will be drafted to enable the Workforce Development and People Strategy to be launched alongside the Learning and Development Strategy.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
43	Further develop and embed our Youth Council work	Emma Denny/ Cara Jordan	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.	Not Started	Red	The Council has experienced some capacity issues in being able to sustain support for the Youth Council alongside the turnover of young people engaged in the Council compounded by our rural and dispersed population. Feeling that this objective might need to be “parked” given the devolution and LGR issues.
44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	Work is ongoing and the backstop dates should be met. Both the 2021/22 and 2022/23 accounts have now been published although these have been issued with a disclaimed opinion in line with the latest regulations. The 2023/24 accounts should be published by 17 January 2025 so that the auditors have time to audit the accounts by the 28 February backstop deadline.