

action plan 2013/14

small government
big society

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Introduction

North Norfolk District Council's Corporate Plan 2012-15: small government, big society, sets out the council's priorities until 2015. It guides business decisions to ensure that the council is well-run and able to meet its objectives. And in line with the Coalition Government's localism agenda, NNDC is putting the interests of local communities at the heart of everything it does – local decisions and local actions for the benefit of local communities.

The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2012-2015, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- jobs and the local economy
- housing and infrastructure
- coast, countryside and built heritage
- localism, and
- the proposed means of delivering the vision.

These priorities were drawn up following two years of consultation and discussions with members of the local community and reflect the concerns and ambitions raised over that period. Success in meeting these aims will involve making some difficult choices. We must ensure that our spending is focussed on the things that really matter to local people and businesses. The Corporate Plan 2012-15 is available for online viewing.

This document is the second Annual Action Plan, giving detail of how the priorities in the Corporate Plan will be realised over the forthcoming 12 months from 1 April 2013 to 31 March 2014. It builds on, and adds to, the work done in the first Annual Action Plan. The plan is designed to deliver change that will meet the needs and aspirations of all the people of north Norfolk including particular issues facing young people and older persons.

Regular dialogue is now taking place with Parish and Town Councils and other local bodies so as to ensure that local communities are involved and engaged with District Council actions and some of the results of that dialogue are included in this plan.

March 2013

What we want to achieve A district with a thriving economy offering better jobs and prospects for local people

What we are going to do and how we will achieve it

A

Increase the number of new businesses and support the growth and expansion of existing businesses

1. We will support businesses investing in the district through the provision of comprehensive advice about District Council support and signpost to other agencies as appropriate
2. We will work with partners to develop and deliver the business support scheme Enterprise North Norfolk
3. Working in partnership we will maximise the opportunities for investment in the district through the development of retail sites
4. We will seek to maximise the opportunities for the district to benefit from investment in renewable energy developments off the north Norfolk Coast
5. We will support the North Norfolk Fisheries Local Action Group (FLAG) and review the delivery of projects from the £2.4 million funding secured for the fishing sector
6. We will actively pursue all options in order to ensure the future development and operation of an Enterprise Hub for north Norfolk as a platform for improving levels of business start up and enterprise
7. We will develop our corporate position in respect of emerging renewable energy technologies through preparation of an Energy Strategy

B

Improve the job prospects of our residents by developing a skilled and adaptable workforce that is matched to business growth and development

1. Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration
2. The L4E team will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur. The L4E team will also engage with existing and new employers in the district to understand their future workforce requirements and co-ordinate provision of relevant training courses to secure employment within the district
3. We will explore opportunities to work with local businesses and identify funding to support the provision of apprenticeships and work experience schemes with the aim of increasing the employment opportunities of young people in the district

C

Improve access to funding for businesses

1. Working with the North Norfolk Business Forum, other representative local groups, regional partners and financial services companies we will seek to ensure that small and medium sized enterprises have improved access to investment finance to support business growth and development across the district

D

Reduce burdens to business by removing unnecessary red tape and bureaucracy at the local level

1. We will work together to ensure we support and provide information to simplify the process for businesses looking to invest in north Norfolk
2. We will work with partners to roll out BDUK's £60m Norfolk Broadband Initiative across north Norfolk
3. We will review our approach to enforcement

E

Promote a positive image of north Norfolk as a premier visitor destination

1. We will support and facilitate the newly established private sector led Destination Management Organisation (DMO) for the north Norfolk coast and countryside to maintain the profile of the district as a leading tourist destination within the UK, boosting levels of employment and income for the district

What we want to achieve Everyone in north Norfolk should have the opportunity to buy or rent a decent home at a price they can afford, in a community where they want to live and work

What we are going to do and how we will achieve it

A

Increase the number of new homes built within the district and reduce the number of empty properties

1. We will bring forward detailed proposals on allocated sites by better engagement with developers
2. We will produce development briefs on 3 of the allocated sites
3. We will seek to increase the number of new homes built of all tenures
4. We will encourage the development of neighbourhood plans by supporting towns and parishes when they indicate a desire to go down that route
5. We will support owners to bring empty homes back into use and provide opportunities to do so through advertising of private rented properties and the Empty Homes matching service. Where owners are reluctant to bring properties back into use. We will take enforcement action as required. This will be enacted by the implementation of the recently approved Empty Homes Policy and Enforcement Policy

B

Increase the number of affordable homes within a range of tenure types

1. We will evaluate our approach to viability assessments, which assess the proportion of affordable housing that are viable to include in housing developments, to maximise development opportunities

C

Secure investment in new infrastructure

1. We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district

What we want to achieve A district where the beautiful natural environment and built heritage is valued and protected for future generations and where the coastline is defended against erosion wherever practicable

What we are going to do and how we will achieve it

A

Maintain the integrity of special landscape designations and balance the development of housing and economic activity with the need to preserve the character and quality of the district's countryside and built heritage

1. We will assess and implement requirements for new Green Flag awards and work to retain the existing awards
2. We will work with other agencies to retain three of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast awards
3. We will achieve zero defaults in our waste and related services contract for cleanliness
4. We will ensure all reported fly-tips are responded to within two working days

B

Recognise the district's built environment as a heritage asset when promoting north Norfolk

1. We will adopt conservation area appraisals and management plans for Sheringham, Walsingham and Wells.

C

Design a more cohesive framework for coastline management

1. We will identify specific Integrated Coastal Zone Management (ICZM) projects and identify the means of funding

D

Continue to defend coastal settlements against erosion wherever practicable

1. We will commission design works and oversee the implementation of the Cromer Defence Scheme
2. We will develop and monitor a prioritised programme for future 'selected' coastal defence work schemes

What we want to achieve To embrace the Government's localism agenda to empower individuals and communities to take more responsibility for their own futures and to build a stronger civil society

What we are going to do and how we will achieve it

A

Recognise the important role that Town and Parish Councils have as the democratic embodiment of their communities

1. We will respond positively to a Community Right to Challenge to take over the running of services within their area/communities if they can be run more efficiently (to our Service Level Agreement) and we will establish a regular dialogue and work with town and parish councils. We will hold workshops for training and development, in particular to encourage wide community participation in the democratic process
2. We will work with Town and Parish Councils, local organisations and community and voluntary groups to improve health and wellbeing consistent with the aims of the Health and Wellbeing Board

B

Encourage communities to develop their own vision for their future and help them to deliver it

1. We will commission work to support community planning and for community and voluntary sector capacity building
2. We will utilise our resources, statutory powers and influence to encourage communities to realise opportunities for their own future

C

Encourage the growth of The Big Society within communities

1. We will continue to monitor the community investment fund, known as The Big Society Fund, to invest in local communities, strengthen civil society, and establish the process for determining priorities for expenditure

What we want to achieve We will make the Council more efficient so that we can deliver our priorities and offer value for money for local taxpayers

What we are going to do and how we will achieve it

A

Ensure our governance arrangements are robust and fit for purpose

1. The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council and produce a revised annual audit plan for 2013/14 onwards
2. We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High
3. We will review and improve the revised performance management framework

B

Ensure that effective communications exist

1. We will optimise media coverage and devise other means of disseminating information to residents regarding Council activities and initiatives and we will place the Council's website and intranet at the heart of all we do
2. We will develop a Customer Access Strategy to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers

C

Delivering strong and proportionate organisational management in the Council

1. We will review the Council's management arrangements to ensure they remain fit for purpose

D

Prioritise services and functions in line with the wishes of our communities and to deliver our corporate objectives

1. We will prioritise services and redirect resources in line with those priorities by completing fundamental reviews of services that residents have identified as the least important and that the Council does not consider to be a priority
2. We will review the CCTV service to identify savings and consider options for the future provision of the service

E

Deliver year-on-year improvements in efficiency

1. We will support the implementation of the cost saving Revenues and Benefits shared services project
2. We will devise and implement budgets to deliver a zero increase in the District Council's part of the Council Tax charge and ensure spend is contained within budgeted allocations
3. We will review the reward structures to encourage and reward staff, for finding innovative new ways to deliver higher quality services more efficiently
4. We will review service delivery models and re-tender the leisure contract to ensure increased value for money and health and well-being
5. We will work towards securing continued accreditation in Investors in People status through reassessment in August 2013
6. We will respond to the Peer Review of the Development Management Service by implementing an action plan addressing capacity, resources and performance issues

NOTES



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