



# **Annual Action Plan 2016/17**

**Version 0.16**

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 denotes that this is an equalities objective.

## Introduction

North Norfolk District Council's Corporate Plan 2015-19, sets out the Council's priorities until 2019. It guides business decisions to ensure that the council is well-run and able to meet its objectives.

The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2015-2019, 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 and Countryside
- Health and Well-Being
- Delivering Service Excellence

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 2015-19](#) is available for online viewing.

This document is the first Annual Action Plan, giving detail of how the priorities in the Corporate Plan will be realised over the forthcoming 12 months from 1 April 2016 to 31 March 2017.

Regular dialogue continues to take 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.

February 2016

## Jobs and the Local Economy

### A - Work to maintain existing jobs and help businesses expand by

Corporate Plan Objective	Action 16/17
Providing business grants and mentoring support	Develop and implement a business engagement programme, working in close collaboration with New Anglia LEP and other partners
Ensuring our procurement practise supports small and medium sized businesses operating in the district	Review our current procurement guidance and support local procurement
Supporting our market and coastal towns recognising their importance as economic hubs and local centres	Develop a forward programme of funding opportunities and regularly promote to the business community. To produce an NNDC list of schemes with potential match funding
Working with partners to improve access to faster Broadband for all our communities including investing directly £1m over the next 2 years	Monitor future roll out. Investment and coverage will be reviewed and reported on a six monthly basis

### B - Increase the number and support for business start-ups by

Corporate Plan Objective	Action 16/17
Providing a business start-up package of support and funding	Review funding and implement a new scheme from September 2016

### C - Improve the job opportunities for young people within the District by

Corporate Plan Objective	Action 16/17
Encouraging employers to offer apprenticeships	Ensure that information on apprenticeships is included within all business engagement activity 

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
	Explore opportunities for further apprenticeships within the Council as an employer 
<b>Working with partners to bring businesses and schools together to ensure skills match needs and jobs</b>	To co-ordinate all of the interested bodies and put together an action plan for North Norfolk.
<b>Supporting provision of a North Norfolk centre for science, technology, engineering and maths (STEM)</b>	We will consider the conclusions of the feasibility study to test the most effective model of delivery and develop an appropriate outline business case, with identified potential funding sources

**D - Support major business opportunities and take-up of allocated employment land across the district by**

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Working with the New Anglia Local Enterprise Partnership (NALEP) to access funding streams</b>	Produce a quarterly report of projects to be included in the LEP Project Pipeline
<b>Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice</b>	Design a coherent approach to marketing the economic growth opportunities that the District offers in particular the Egmere and Scottow enterprise zones

**E - Capitalise on our tourism offer both inland and along our historic coast by**

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Investing in our assets to support the tourism economy and promote the 'Deep History' concept</b>	Explore the opportunities of the World Heritage Site Status and ensure any projects such as the Cromer West Prom project and will capitalise on the Deep History concept and findings
<b>Encouraging a private sector lead to tourism promotion with support in developing a strong brand</b>	Continue to support the Destination Management Organisation (DMO) and explore the benefits of a BID approach Management

## Housing and Infrastructure

### A - Increase the number of new homes built in the District by

Corporate Plan Objective	Action 16/17
Encouraging the early completion of dwellings through incentivisation measures	Review and update the Housing Incentive Scheme in light of any changes in market circumstances and Government guidance by December 2016
	Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review
	Identify new housing sites through the local plan review process
Commissioning a specialist housing needs survey in the context of market and social demand	Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review 
Providing grants and loans which support the delivery of local housing initiatives	Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development

### B - Address housing need through the provision of more affordable housing by

Corporate Plan Objective	Action 16/17
Encouraging the building of affordable homes in sustainable locations	Continue to negotiate sufficient affordable housing through S106 agreements from planning applications
Addressing the housing waiting list by enabling more exception schemes that provide local housing for local people	Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes

### C - Ensure new housing contributes to the prosperity of the area by

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Undertaking a review of all planning policies and land allocations to inform the new Local Plan up to 2036</b>	Commission evidence required to form the basis of Local Plan review and update through the working party

### D - Reduce the number of empty properties by

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Working pro-actively across the Council using all available powers to bring empty properties back into use</b>	Provide a quarterly update on an on-going basis, where the Council has instigated enforcement action

### E - Improve the infrastructure needs of the District by

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham</b>	Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report
<b>Exploring with partners the scope to improve road network capacity alongside major development proposals</b>	Consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district known as section 106 agreements

## Coast and Countryside

### A - Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations by

Corporate Plan Objective	Action 16/17
<b>Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants</b>	Develop and submit proposals for projects under the European Marine and Fisheries funding and Leader programmes
	Analyse criteria for funding requirement from the emerging £90m coastal community fund
<b>Working with partners to identify funding and deliver schemes which will enable us to manage our coastline</b>	Continue to develop and promote the Norfolk & Suffolk Coastal Partnership
	Continue to work with private sector partners on a scheme for Bacton and affected communities
	Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following completion of the major Cromer Defence scheme. This will include development of the 'Deep History' concept.

### B - Protect the wonderful countryside and encourage sustainable access by

Corporate Plan Objective	Action 16/17
<b>Caring for our areas of outstanding natural beauty and protected areas and liaising with other organisations</b>	Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future
<b>Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area</b>	Work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve quality coast awards elsewhere
	Assess and implement requirements for new Green Flag Awards and work to retain existing awards

**C - Continue to improve recycling rates and reduce the amount of waste material going to landfill by**

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Working with other Councils on the Norfolk Waste Partnership to consider ways in which we can maximise recycling thereby minimising waste to landfill</b>	Implement a behavioural change campaign across Norfolk to reduce waste and contaminated recycling

**D - Improve the environment both in our towns and in the countryside by**

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Addressing properties and sites which create eyesores and detract from our natural and built environment</b>	Through the work of the Council's Enforcement Board take appropriate action where listed buildings and buildings within conservation areas are considered to be at risk
<b>Tacking dog fouling, fly tipping and litter across our district through Community Engagement Schemes</b>	Review our approach to enforcement and bring a report forward on agreeing direct action to complement and give community engagement schemes more power
	Ensure that 80% of reported fly-tipping and pollution complaints will be responded to within two working days

## Health and Well-Being

### A - Support local residents and their communities by

Corporate Plan Objective	Action 16/17
<b>Continuing to operate the Big Society Fund to meet local needs and aspirations</b>	Promote and monitor the fund throughout the year
<b>Developing projects to address fuel poverty and energy efficiency</b>	Continue to support schemes to enable residents to access lower priced energy through bulk purchase agreement 
	Consider the Business Plan for provision of solar panels on the Council offices
<b>Working with charities and other voluntary organisations</b>	Implement a new performance framework for monitoring the provision of advice and guidance through the CAB

### B - Address issues leading to ill health and improve the quality of life for all our residents by

Corporate Plan Objective	Action 16/17
<b>Encouraging more community involvement and volunteering</b>	Implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis
<b>Provide support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives</b>	Continue to work with a wide range of partners we will develop and extend the Early Help Hub model to provide early intervention and preventative support to vulnerable families and older people 

## C - Encourage participation in a range of sports and activities by

Corporate Plan Objective	Action 16/17
<p><b>Promoting North Norfolk as a sporting centre of excellence, to encourage our talented young people to aim for and reach the highest possible level in their sport</b></p>	<p>Liaise with partners that can support the project with a view to commencing delivery from January 2017</p> 
<p><b>Working with partners to invest in sport and recreation facilities across the District</b></p>	<p>Implement the workstreams contained in the leisure facilities strategy;</p> <ul style="list-style-type: none"> <li>• Work with the community to realise the reopening of the Fakenham academy pool</li> <li>• Lead the feasibility for an indoor tennis facility</li> <li>• Work with local clubs to support a purpose built gymnastic facility in North Walsham</li> <li>• We will consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham</li> </ul>
<p><b>Supporting iconic sporting events</b></p>	<p>Develop a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district.</p>
<p><b>Promoting health and fitness for all ages, abilities and ambition</b></p>	<p>Support communities to develop and sustain sports clubs and hubs</p> 

## Delivering Service Excellence

### A - Help you to get what you need from the Council easily by

Corporate Plan Objective	Action 16/17
<b>Redesigning services around the customer and using technology as a driver for efficiency</b>	Implement the outcomes of the Business Process Review within Planning
	Review other business processes to identify future customer service improvements and financial savings
	Promote and optimise the use of social media and our website for those communicating and doing business with the Council
<b>Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone</b>	Review all online content as part of the web redesign
	Use pro-active and promotional campaigns linked to the Council's priorities
<b>Collaborating and developing local solutions leading to a more joined up service for our residents</b>	Review our use of assets through the One Public Estate programme.
	Monitor rollout of universal credit in the District, working closely with the DWP

**B - Ensure the Council's finances continue to be well managed and inform our decision making by**

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Reducing overheads and sharing services where appropriate</b>	Develop a Public Services Hub at North Walsham and Fakenham
<b>Maximising the value from services delivered through contracts</b>	Benchmark the following contracts in preparation for future procurement; <ul style="list-style-type: none"> <li>• Leisure</li> <li>• Cromer Pier</li> </ul>
<b>Taking a more commercial approach to the management of our asset portfolio</b>	Review the provision of public conveniences and identify any redevelopment opportunities
<b>Investing in property as a means by which we will improve income streams</b>	Establish a Property Development Company and prepare a business case
<b>Publishing decisions in accordance with the governments transparency agenda</b>	Publish quarterly and monitor any new requirements

**C - Value and seek to develop the Council's staff and Members by**

<b>Corporate Plan Objective</b>	<b>Action 16/17</b>
<b>Recognising and rewarding good performance and celebrating success</b>	Prepare an options report on performance related pay and reward and recognition schemes
<b>Encouraging a culture of learning and development</b>	Develop an action plan to improve on the areas of weakness highlighted in the Gold IIP assessment by December 2016
<b>Offering focused training to our staff</b>	Undertake a 100% appraisal development meetings to identify training and opportunities for succession planning
<b>Offering Members the opportunity to develop their expertise</b>	To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge

## Version Control

Version	Originator	Description including reason for changes	Date
13	Sheila Oxtoby		27/01/2016
14	Sheila Oxtoby		29/01/2016
15	Sheila Oxtoby		29/01/2016
16	Sheila Oxtoby		29/01/2016