

Reporting progress implementing Corporate Plan 2023-27 Action Plan 2023-24 – to end of Quarter 3 – 31st December 2023	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2023-24 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 Action Plan 2023-24 is being implemented as planned
Background papers	Corporate Plan 2023-27

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	This report is 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 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	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 to the end of December 2023, identifies any issues with individual actions and puts forward proposals for how these would be addressed.

3. Overview of progress

3.1 Overall progress

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

Action Plan 2023/24 – Summary

Quarters 2 and 3 from July 2023 to 31 December 2023

RAG status	No. of actions
Red	0
Amber	5
Green	19
NA	4
Missing data	0
Total	28

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

Stage	No. of actions
Not Started	4
In Progress	22
Completed	2
Cancelled	0
Missing data	0
Total	28

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	0	0
Green	0	17	2	0
NA	4	0	0	0

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

3.2 Issues raised

Only one action has been flagged as being unable to be completed during 2023/24. This action, is shown as NA and Not Started above, is:

“Work with partners, to agree a programme of investment in local housing initiatives, funded through the local Second Homes Council Tax premium”.

The lead officers for the action have reported that,

“The legislation that allows the Council to charge a premium on second homes does not take effect until April 2025. The proportion of the premium retained by the Council is not yet decided. Therefore, it is not possible to deliver this action in 2023/24.”

Subsequently this action has been moved into the Action Plan for 2024/25 which was approved at the Cabinet meeting on 6 November 2023.

3.3 Details of all Actions

To review the updates for all the actions please see Appendix A Action Plan 2023-24 update.

4. Corporate Priorities

This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 is 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:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.

6. Legal Implications

There are no legal implications from this report.

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

7. Risks

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plan 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 Corporate Plan 2023-27 Action Plan 2023-24 is being implemented as planned.

Cabinet is recommended to note this report.

Action Plan 2023/24



Quarter 3 update

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
	Use the filter to find your name		Use Drop Down	Use Drop Down	
1 Provide the solar car port at the Reef	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	Green	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	Scott Martin	Greener: Waste: 3 Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter	In Progress	Green	Following further government announcements regarding future requirements for waste and recycling services in England, NNDC has engaged consultants to assess and model options for future service delivery around food waste collections and collection frequency for residual waste.
3 Local Plan examination	Mark Ashwell	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	Amber	Discussions continue with partners on the matter of nutrient neutrality. The subject is also being discussed at the Local Plan Examination.
4 Launch CoastWise	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Coastwise Cafe's, the first community events have been successfully completed and well received. Initial discussion with those at immediate erosion risk underway.
5 Commence delivery of Cromer and Mundesley Coast Protection Schemes	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Green	Full funding package has been approved for the Mundesley scheme. The application for additional funding for Cromer has been submitted and ongoing discussions are taking place with the Environment Agency. Consents for both schemes – all information requested has been submitted. Marine Management License anticipated.
6 Promote the development of Neighbourhood Plans	Mark Ashwell	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	Holt and Blakeney Plans were both formally 'made' following Local Referenda. Wells-Next-The-Sea is currently with the Planning Inspector. The benefits of Neighbourhood Plans are being promoted at our Town and Parish Council Planning Roadshow sessions.
7 Develop a Rural Strategy	Steve Hems	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	Not Started	NA	

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
8	Further develop and embed our Youth Council work	Emma Denny	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	In Progress	Amber	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	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Green	North Walsham completed. Tenders are back for Holt. Sheringham under review due to structural issues.
10	Develop an Active Environments Strategy	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	In Progress	Amber	Meetings held with Cllr Adams and Cllr Withington, seeking clarity on scope and expectations. Still trying to confirm the scope with interested parties.
11	Submit quality bids to available Government funding opportunities	Tina Stankley	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	The Council has recently received funding for the Fakenham Leisure and Sports Hub. 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.
12	Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to	Trudi Grant	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	In Progress	Green	Through the work undertaken across People Services, we have so far claimed over £680k of unclaimed benefits and premiums for residents across North Norfolk.
13	Develop 38 affordable housing units	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	We expect 38 affordable homes to handover by 31 st March 2024. (This include seven already delivered). However as most are due this quarter (Jan to Mar 24) it is possible some will handover in 2024/25.
14	Realise the Councils contracted commitment under the Local Authority Housing Fund	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Fifteen properties in two phases are all due to handover by end of March 2024 (including three already purchased by the Council). Flagship will own 10 homes and the Council the remaining five.
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	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Not Started	NA	The legislation that allows the Council to charge a premium on second homes does not take effect until April 2025. The proportion of the premium retained by the Council is not yet decided. Therefore, It is not possible to deliver this action in 2023/24.
16	Deliver additional units of Temporary Accommodation	Lisa Grice	Housing: Housing Need: 3 Increasing our portfolio of Temporary Accommodation to support residents in crisis	In Progress	Green	

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
17	Take forward the recommendations of the Stalham High Street Task Force Action Plan	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	The first 'Stalham Town Team' meeting (post the HSTF workshops) was held on 5 February with a variety of local stakeholders attending. Draft Terms of Reference were presented and it was agreed that meetings would occur monthly. Additional representatives have been identified and will attend future meetings.
18	Facilitate the provision of at least one Banking Hub in the district as a model to retain access to cash and financial services in our key settlements	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	LINK have proposed Holt as 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 will be delivered by Cash Access UK, which is a not-for-profit company providing cash and basic banking services in communities across the UK. Over the next few weeks it will be looking for potential sites in Holt and it is hoped the hub could be opened in the next 12 months.
19	Prepare an Economic Growth Strategy	Rob Young	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	In Progress	Green	The Economic Growth Strategy was presented to Overview and Scrutiny Committee on 14 February 2024 and is included on the Cabinet agenda for their meeting on 11 March 2024..
20	Launch the Virtual Business Support Hub	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	The Invest North Norfolk site is now live. It will be kept up to date as the source of business information on items such as grants, funding, events and support.
21	Commission a study into the potential Hydrogen production at the Bacton Energy hub	Steve Blatch	Economy: Infrastructure: 2 Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	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. These studies are being progressed and will be reported on in due course. In the meantime the council has established meaningful dialogue with National Gas Grid, terminal operators and others proposing carbon capture and hydrogen developments at Bacton and these discussions are ongoing.
22	Ensure our customer service delivery model reflects current and future customer needs	Steve Hems	Council: Customer: 2 Providing support for all residents, focussing on equality, understanding and respect	Not Started	NA	

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
23	Complete implementation of the Planning Service Improvement Plan	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Amber	A final report on progress on delivery of the Plan will be reported to Overview and Scrutiny Committee in Summer 2024.
24	Facilitate Corporate Peer Challenge and prepare response to any recommendations made	Steve Blatch	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Corporate Peer Review conducted week commencing 11 September 2023. Draft Action Plan submitted to and approved by Cabinet 5 February 2024 with agreed actions now to be taken forward.
25	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	Amber	The Director for Resources (DoR) is submitting a report to Governance, Risk and Audit Committee (GRAC) on 26 March 2024 outlining the Government's and our own plan to catch up. The need to catch up for 21/22 and 22/23 has arisen as a result of reduced capacity in the Council's Finance Team and the delay in the external auditors being able to audit our accounts. The DoR is meeting with the external auditors on 5 March to agree on a plan to catch up and this will be included in the GRAC report.
26	Develop a new People and Workforce Strategy in support of the Council's objectives and priorities	James Claxton	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	Not Started	NA	The Workforce Development Plan will be drafted written and approved in 2024.
27	Review and prepare an options appraisal for the management of the car park service	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	This is being progressed by an officer working group. The options once finalised will be presented to members for their consideration.
28	Advertise and let the Cedars building in North Walsham	Renata Garfoot	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	In Progress	Green	Four tenants have been secured for the property and the Legal Team instructed to complete the leases, which is anticipated by the end of April. Earlier completion is likely but is subject to receipt of specific documents from tenants. One remaining vacant office has some interest and terms are being discussed.