

## Corporate Plan Delivery Plan

### Corporate Plan Theme: Local Homes for Local Need

There is a significant local need for housing across the district. Enabling and facilitating new housing of the right type, quality and affordability will therefore, be a key priority for the Council and, working with a variety of partners, we will explore all available avenues to increase the supply of quality, affordable housing to address this need. We will also seek opportunities to improve the condition and environmental sustainability of existing housing stock. We will aim to ensure that new homes are of a high standard of design and built with a strong emphasis on environmental sustainability and therefore, more affordable to live in.

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### Objective 1: Developing and adopting a new Local Plan

DP action	Delivery timescale	
1.1	<p>Formulate suitable policies and proposals in the new Local Plan to facilitate the delivery of forecasted housing supply to meet the needs of the District.</p> <p>Through the Local Plan, North Norfolk Design Guide, Building Control Regulations and other approaches, we will ensure high quality design and environmental sustainability standards are met in new housing, including:</p> <ul style="list-style-type: none"><li>• measures to reduce water consumption</li><li>• improved fuel efficiency</li><li>• compliance with the National Design Guide and Design Code</li><li>• provision of Development Briefs to ensure new development sites are sympathetic local environmental characteristics</li><li>• maintaining a custom/self-build register</li></ul>	Winter 2022
1.2	Monitor the availability of brownfield sites and evaluate the opportunities these present to increase the supply of development land available in a sustainable way	Annually

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### Objective 2: Developing and implementing a new Housing Strategy

DP action		Delivery timescale
2.1	<p>Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including:</p> <ul style="list-style-type: none"><li>engagement of key stakeholders to identify evidence and gaps in understanding;</li><li>measures which will enable the Council to better target its resources and to focus on priority issues</li></ul>	December 2020
2.2	<p>To improve both housing conditions of occupants and address environmental objectives, we will identify the most effective interventions to improve conditions and energy efficiency in private sector housing, including:</p> <ul style="list-style-type: none"><li>investigating the viability of housing improvement grants/loans;</li><li>Investigating the viability of using incentives to renovate and retrofit existing housing stock through grants/loans</li></ul>	December 2020
2.3	<p>Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as:</p> <ul style="list-style-type: none"><li>selective licensing schemes</li><li>landlord accreditation</li><li>certification</li><li>grants for housing stock improvement</li></ul>	Review complete: April 2021 Condition survey: March 2020
2.4	Investigate the viability of methods to help reduce <u>fuel poverty</u> amongst vulnerable local residents	Review complete: April 2021

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### Objective 3: Forming a housing delivery / development company

DP action	Delivery timescale
3.1 Develop a business case for a housing company with a view to providing the Council with a way of addressing some of the housing needs in the district. Such an approach will take into account: <ul style="list-style-type: none"><li>• provision of temporary accommodation</li><li>• housing affordability</li><li>• becoming a trusted (private sector) landlord</li><li>• potential sites for new housing development, including those for self-build</li><li>• engaging with development partners</li><li>• exploring external funding sources</li><li>• exemplar homes</li></ul>	Business Case; March 2020

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### Objective 4: Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan

DP action	Delivery timescale
4.1	<p>Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can:</p> <ul style="list-style-type: none"><li>• intervene early and support households to avoid homelessness;</li><li>• increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and</li><li>• invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 above)</li></ul>

### Objective 5: Delivering new affordable homes both directly as a Council and through partnership working with Registered Providers

DP action	Delivery timescale
5.1	<p>Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability</p>
5.2	<p>Explore ways to help households into owner-occupation, including consideration of mortgage facilitation schemes; lending to allow people to buy their own home, meaning that more local people can remain in the communities that they call home</p>

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### Objective 6: Working with partners to deliver 500 units of Housing with Care / Extra Care

DP action	Delivery timescale
6.1 As the local demographic continues to age, to make sure that people can obtain the housing and support that they need throughout their lives we will work with partners to deliver 500 units of Housing-with-Care/ExtraCare. The Council will seek to be an investment partner, where appropriate, to speed delivery and secure financial sustainability  Explore funding opportunities, for example through: <ul style="list-style-type: none"><li>• One Public Estate</li><li>• Living Well Programme</li><li>• Homes England</li></ul>	Initial Business Case April 2020

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### Corporate Plan Theme: Boosting Business Growth

The foundations of the North Norfolk economy have traditionally been around a narrow range of sectors - agriculture, manufacturing, tourism, retail, public and care services. Whilst the district is home to a number of leading UK and international companies, the majority of businesses are 'micro' businesses, employing less than ten people.

North Norfolk, like other rural economies, faces challenges; whilst the District has relatively high levels of employment amongst people of working age, wages continue to remain behind England and East of England averages. Moreover, our workforce is getting older and it can sometimes prove difficult to attract and retain young people and the skills that are needed to support the ambitions of growing businesses.

There is a limited supply of serviced sites and premises and some parts of the district continue to be constrained by inadequate broadband, limited mobile coverage and strained utility provision.

The District's town centres also face difficulties in adapting to changing trends; the growth in online shopping, out-of-town retail and the loss of local banks necessitates a fresh approach to the function and make up of our high streets in the future.

Many of our challenges can however be seen as opportunities; the district's attractive environment and high quality of life, makes it a great place to live and, consequently, more businesses than ever are choosing to operate here, recognising the benefits of lower cost land and premises and improving access to super-fast broadband.

The Council is ambitious in its intentions to support a strong, vibrant and inclusive local economy and we will work with our indigenous businesses and partners to support investment, create skilled jobs and to broaden our business base.

The Council is committed to working alongside partners in the education and business sectors in promoting inclusive growth which seeks to match the skills of the local workforce with the needs of local businesses.

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### Objective 1: Developing and adopting a new Local Plan

DP action	Delivery timescale
1.1	Deliver the local plan, ensuring a sufficient focus on facilitating business development in suitable locations. It should create a fertile environment for the establishment of suitable new enterprises and the growth and expansion of existing businesses in the area, as well as meeting the broader needs of business (such as homes for key workers).

### Objective 2: Developing and implementing of new Economic Growth Strategy

DP action	Delivery timescale
2.1	Formulate an Economic Growth Strategy (2020 – 2023) to provide a framework for activities that facilitate growth and investment opportunities. It will include ways of meeting local workforce and training needs, as well as support for business initiatives that address environment concerns and climate change. The Strategy will set out innovative approaches to intervention and investment, where there is a wider economic and environmental benefit.

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### Objective 3: Taking a proactive approach to unlocking development sites and enabling local businesses to grow across the District

DP action		Delivery timescale
3.1	Complete a 'Growth Sites Delivery Strategy' to realise local business growth and investment opportunities and encourage the delivery and take-up of serviced land with suitable infrastructure to support the growth of local businesses.	April 2020 Multiple projects over full term

### Objective 4: Analysis local business needs

DP action		Delivery timescale
4.1	Analyse evidence of local business needs and opportunities and engage local businesses to understand: workforce needs; digital infrastructure; skills needs; sites and premises; growth ambitions; and to test options to address these.	April 2020 onwards
4.2	Develop a range of engagement tools to build relationships with local businesses: including an interactive website, communications platforms, workshops and other interactive forums.	January 2021

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### Objective 5: Providing support and advice for new business start-ups and growing businesses

DP action	Delivery timescale
5.1 Develop a mechanism for providing suitable support to assist in the establishment and growth of business start-ups and micro businesses, including the establishment of a 'virtual business hub'.  Seek opportunities to work with partners in the establishment of initiatives to nurture the growth of fledgling enterprises.	Summer 2020

### Objective 6: Encouraging links between local education providers, apprentices and businesses

DP action	Delivery timescale
6.1 Work with partners to identify skills deficiencies, and undertake an 'Apprenticeship Survey' which will monitor apprenticeship opportunities and take-up and identify problems and corresponding solutions.	
6.2 Nurture the concept of inclusive growth in order to develop and add value to career opportunities and the generation of wealth in the local economy. Foster an open approach within the Council (as a significant local employer) to training and development, social value (in procurement) and corporate social responsibility, and propagate this amongst partner organisations and significant local employers.	
6.3 Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan	

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### **Objective 7: Facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure**

DP action	Delivery timescale
7.1  Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities.  Evaluate and report on the outcomes of the Market Towns Initiative and other local town centre projects, publishing examples of best practice for other towns to follow.  Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres.	2024  Spring 2021



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### Corporate Plan Theme: Customer Focus

The North Norfolk district covers an area of 360 sq miles and has a population of over 100,000 people living in 121 distinct communities and settlements. Whilst our offices are centrally located in Cromer, public transport across the District is limited and many of our residents and customers find accessing the Council offices difficult. Our customers are also not a single group of people with common interests – we provide a diverse range of services, both directly and through contractors and partner organisations, and our customers and service users are not only local residents, but also visitors and local businesses.

We will make the Council's services as easy to access as possible and will use a variety of channels to facilitate this – through self-service via the Council's website, and also for customers making personal visits to the Council's offices, or communicating with us by letter, telephone and online. Where we provide services in the community – e.g. amenity areas, public car parks, public conveniences, leisure centres, refuse and recycling collections, we want our services to be recognised as being of good quality, inclusive and responsive to customer needs.

We want our customers to be at the heart of everything we do and we will strive to improve access to our services, through stronger community engagement, developing simple mechanisms of inviting customer feedback and comment and, where possible and practical, seek to deliver our services at a more local level through strengthening partnerships with local Town and Parish Councils. The Council will seek further to improve democratic engagement and participation by people of all ages, but particularly through working with schools and colleges to ensure that the voice young people is heard and informs Council decision-making.

At the heart of our customer charter will be our commitment to improving the quality of service delivery to our customers and responding to their needs. It will: place customers at the heart of what we do and embedding that in our service delivery, provide good quality and responsive services that people want to receive, establish strong mechanisms to invite customer feedback, using that information to shape service delivery, make our services as easy to access as possible, ask our customers

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about how they wish to receive services and what services they wish to receive and include all our customers by maintaining diverse contact points for services.

The extent to which residents feel informed and engaged by their council, and the trust that they place in them, directly affects their views about their council and the services they receive. This in turn impacts on their levels of satisfaction and ultimately, a council's public reputation. Conducting a residents' survey gives us an opportunity to understand what our communities think and it offers us valuable insight into how the Council is perceived by the wider community. It also helps demonstrate our transparency and accountability to the people we serve and helps us to monitor, and address, any changes in satisfaction levels over time.

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### Objective 1: Developing a new Customer Charter with published service standards

DP action		Delivery timescale
1.1	<p>Undertake a Customer Contact Survey to understand:</p> <ul style="list-style-type: none"><li>• How well we deliver to our customer needs</li><li>• Service specific issues</li><li>• Ideas for reshaping our services to better meet customer needs</li></ul>	In progress
1.2	<p>Review and refine our Customer Strategy, to:</p> <ul style="list-style-type: none"><li>• respond to the survey findings</li><li>• improve the way that we understand our customers' changing needs/preferences</li><li>• better serve our customers</li><li>• embed customer focused service delivery throughout the Council</li></ul>	Strategy Delivery; May 2020  Implementation commencement; May 2020
1.3	<p>Develop an action plan and draft, adopt and publish Customer Charter, to set out how we will:</p> <ul style="list-style-type: none"><li>• listen to our customers views about what service they want to receive from the Council</li><li>• establish clearly what customers can expect from us based on that feedback</li><li>• reflect best practice</li></ul>	May 2020
1.4	Establish a training and development programme to enable all employees to deliver excellent customer focused services aimed at delivering the Customer	Commencing May 2020

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	Charter. This will Give our teams, the skills, abilities and tools to deliver on our service commitment.	
1.5	Monitor the implementation of the Charter and evaluate and review it in the light of the findings. Routine monitoring procedures will be established across all teams (including staff and councilors), at an operational and strategic level.	Sep 2020 onwards

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Objective 2 and 3: Undertaking an annual resident's survey and responding to results AND benchmarking of the Council's services to learn from best practice elsewhere

DP action		Delivery timescale
2.1	<p>Undertake an annual Residents Survey, in order to help the Council to understand how well we are performing for our community and to improve what we do.</p> <p>The survey will be based upon six key themes contained in the LGA approach to resident satisfaction '<i>are you being served?</i>' which includes:</p> <ul style="list-style-type: none"><li>• satisfaction with the local area</li><li>• satisfaction with the way the council runs things</li><li>• trust in the council</li><li>• responsiveness of the council</li><li>• how informed residents feel</li><li>• their perception of the value for money the council provides.</li></ul> <p>This will help us drive service delivery improvements and allow us to check our performance against other councils.</p>	<p>Procurement; Jan 2020.</p> <p>Delivery of results; May 2020</p>
3.1	Benchmark service delivery against the LGA key themes and learn from best practice elsewhere.	Benchmarking; May 2020

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### Objective 4: Developing an Engagement Strategy to set out how we will consult with our customers and our local communities

DP action		Delivery timescale
4.1	<p>Develop an Engagement Strategy to:</p> <ul style="list-style-type: none"><li>help define and design local priorities and policies</li><li>deliver and evaluate services</li><li>inform council decision-making in areas that impact on our residents lives</li></ul>	May 2020
4.2	<p>Establish quarterly forums with Town and Parish Councils, to:</p> <ul style="list-style-type: none"><li>strengthen our relationship with communities</li><li>share information</li><li>seek views</li><li>identify actions</li><li>inform policy development</li></ul>	December 2019
4.3	<p>Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to:</p> <ul style="list-style-type: none"><li>better understand the views of younger people in the community</li><li>reflect opinions</li><li>identify actions</li><li>inform policy development</li></ul>	December 2019
4.4	Establish Environment Panels to:	December 2019

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	<ul style="list-style-type: none"><li>• Garner ownership</li><li>• Reflect opinions</li><li>• Identify actions</li><li>• Inform policy development</li></ul>	
4.5	Implement Online consultation feedback portals for key corporate projects/workstreams	December 2019



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### Corporate Plan Theme: Climate, Coast & Environment

North Norfolk's environment contributes to the quality of life of local residents and plays a vital role in supporting the local visitor economy, as well as playing host to a wealth of natural and cultural assets and biological diversity. North Norfolk is also impacted heavily by flooding, coastal erosion, land drainage, water supply constraints and many of the consequences of climate change. The Council has declared a climate emergency and therefore puts environmental considerations at the heart of its Corporate Plan. The delivery plan shows how the Council will address existing environmental challenges and respond to those expected to arise in the future, in order to play our part in mitigating climate change, adapting to its impacts and helping to make our communities more resilient.

Our Environmental Charter will state our commitment to action for the Council to achieve carbon neutrality by 2030, showing how we will use our own resources wisely to set a direction through: our own actions; working with partners; and influencing others. This will be the foundation of decisions across all areas of the Council's services, policies and projects.

The Local Plan will set out the strategic priorities for the development of land in the District and the policies against which planning decisions are made. It should ensure that new development is sustainable and supports the transition to a low-carbon future. The preparation of the new local Plan should take account of the Council's 'Climate Emergency' declaration and the emerging 'Environmental Charter' as well as the environmental characteristics of the area, in particular the vulnerability of parts of the District to climate and coastal change and of the adaptation response this commands. The Plan will cover the period 2016 to 2036.

We will produce a holistic carbon audit for the Council and its activities and use this to inform decisions and actions that will maintain a course of carbon reduction to net zero emissions by 2030.

We will seek to take a lead role nationally in Coastal Management Initiatives using appropriate evidence, working with relevant organisations and engaging with coastal communities, develop and implement methods of adaptive coastal management, defense and resilience.

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Planting 110,000 trees, one for each resident, will help offset the Council's carbon emissions, however, it will have multiple benefits, from helping with climate change adaptation, adding to landscape/townscape character, contributing to biodiversity (net gain), and contributing to community development/cohesion.

One way of reducing emissions and improving air quality is the transition towards wide scale use of electric vehicles. For this to happen, obviously charging points must be available for users who can either not charge their vehicles at home or who are away from their homes in the area.

In order to effectively manage domestic waste, we are procuring and implementing a waste contract that balances the cost of the service with the environmental impact and convenience, whilst influencing the consumption and refuse generation habits of residents and businesses and providing flexibility to respond to changing legislation and environmental characteristics.

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### Objective 1: Developing and implementing an Environmental Charter and Action Plan

DP action	Delivery timescale
1.1 Establish a framework by which the Council can work with interested parties as climate champions – organisations/individuals who will make collective or personal pledges to take the steps to reduce omissions and address the impacts of climate change. Environment panels will be set up in order to: <ol style="list-style-type: none"><li>garner ownership</li><li>reflect opinions</li><li>identify actions</li><li>inform policy development</li></ol>	From March 2020 to Sept 2020
1.2 Develop an action plan, draft, adopt and publish Environment Charter.	June 2020
1.3 'Sell' the messages through campaigns (awareness raising/ marketing) to promote energy efficiency and behavioural change towards greater sustainability.	June 2020 onwards
1.4 Raise awareness of the environmental challenges and ambitions set out in the charter by initiatives that educate/ influence the wider community, getting ownership of actions using: <ol style="list-style-type: none"><li>established events (e.g. Greenbuild)</li><li>established groups (e.g. schools, local flood resilience groups)</li><li>novel communication methods</li><li>working alongside other initiatives/ events.</li></ol>	September 2020 onwards
1.5 Monitor the implementation of the Charter and the effectiveness of the actions undertaken to deliver it, then review the implementation of the Charter and Action Plan.	Sep 2020 onwards

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### Objective 2: Developing and implementing a new Local Plan

DP action		Delivery timescale
2.1	Formulate a local plan that supports the transition to a low-carbon future and helps shape places, through climate change mitigation (reducing harmful emissions) and adaptation (responding to the impacts of climate change), taking into account flood risk, coastal change, biodiversity, landscape and the important environmental characteristics of the District.	Winter 2022
2.2	Formulate, implement and monitor policies and projects that protect and enhance the natural and built environment of the District, its local distinctiveness, biodiversity, contribution to the quality of life of residents and the role they play in boosting the local economy; working with local communities to develop projects that to achieve this.	Spring 2020

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Objective 3: Undertaking an audit to establish the Council's baseline carbon footprint and then deliver a carbon neutral position by 2030

DP action		Delivery timescale
3.1	<p>Undertake a baseline carbon audit and formulate a carbon reduction action plan to set out:</p> <ul style="list-style-type: none"><li>the actions that can be implemented in the short-term to reduce carbon emissions from Council's activities</li><li>the trajectory needed to reduce emissions to zero by 2030</li><li>the longer-term activities and investments necessary to maintain the identified course.</li></ul>	<p>Baseline audit completed Jan 2020 Action plan: from June 2020</p>
3.2	<p>Ensure that the carbon impact of all activities are evidenced in all relevant decisions by establishing new processes/procedures for decision making and report writing.</p>	<p>June 2020</p>
3.3	<p>Measure, monitor and report on the change in the Council's emissions periodically (using a recognized methodology/ toolkit) and review the carbon reduction action plan accordingly.</p>	<p>Summer 2020 onwards</p>
3.4	<p>Work with partners to establish and support 'green energy' initiatives (for environmental and/or investment purposes).</p>	<p>Autumn 2020 onwards</p>

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Objective 4: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives Recognising our Position as a “Frontline” Authority in Meeting the Challenge of Rising Sea Levels

DP action	Delivery timescale
4.1	Agree the vision and business plan for Coastal Partnership East (CPE) in addressing the coastal management challenges.
4.2	Establish evidence of coastal change impacts (e.g. from Shoreline Management Plans (SMPs), monitoring information and data gathering), interpret and communicate this to policy makers and stakeholders.
4.3	Engage local coastal communities in the development of appropriate adaptive responses to coastal change and resilience.
4.4	Develop innovative coastal management approaches to: a. technical solutions (e.g. sandscaping) b. policy c. funding
4.5	Continue to implement local actions to manage the coast, including: adaptation, maintenance of defences and innovative coastal management schemes (such as sandscaping).
4.6	Share best practice and seek to influence national policy.

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### Objective 5: Planting 110,000 trees – one for each resident to help offset our carbon emissions

DP action		Delivery timescale
5.1	Collect and analyse data, including identification of net benefits and opportunities, locational characteristics and data gaps.	Up to Spring 2020
5.2	Formulate ideas, look at best practice, undertake options appraisal/ cost-benefit analysis, implementation methods and identify key partners, with alternative options and contingencies in order that target is met.	From spring 2020
5.3	Engage communities at proposed planting sites to identify the optimal approach and garner support.	From autumn 2020
5.4	Implement, together with partner organisations, community groups and other interested parties.	From Dec 2019

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### Objective 6: Introducing Electric vehicle charging facilities in the Council's principle car parks, at its offices and leisure centres

DP action		Delivery timescale
6.1	Develop a delivery plan for early installation of Electric Vehicle (EV) charging points on the Council owned car parks and at Council offices, then install the agreed 34 initial charging points (to demonstrate leadership).	March 2020
6.2	Gather data on demand and potential growth in the use of electric vehicles and its impact upon emissions, then develop a business case for the potential further roll-out of charging points.	Summer 2020
6.3	Include policies on EV and the associated infrastructure in the emerging Local Plan and in appropriate asset management plans.	Summer 2022
6.4	Review staff/member travel policies and future options that will reduce emissions (e.g. electric pool cars, car loan incentives, flexible working, video conferencing and cycling incentives).	Autumn 2020
6.5	Communicate information about the advantages of using electric vehicles, the Council's role in promoting it and the opportunities for individuals and fleets to transition from fossil fuels.	Sept 2020 (Green Build event)

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### Objective 7: Waste Collection

DP action		Delivery timescale
<b>7.1</b>	Implement the waste contract.	April 2020
<b>7.2</b>	Establish evidence and evaluate options for going beyond the minimum necessary, including: <ul style="list-style-type: none"><li>a. waste reduction measures (including incentives such as grants (e.g. a sustainable community grant scheme))</li><li>b. educating consumers about the consequences of their actions/ behaviours</li><li>c. becoming an exemplar in waste reduction and using recycled materials.</li></ul>	Autumn 2020
<b>7.3</b>	Develop and implement <i>targeted</i> campaigns to educate and influence the consumption and waste practices of residents, communities and local businesses.	Spring 2020 onwards (from start of contract)
<b>7.4</b>	Establish data collection systems to understand all forms of consumption, recycling and re-use, and understand the local waste streams (waste composition analyses); then collect, analyse, interpret and report upon local waste production and disposal rates, trends and trajectories.	Summer 2020
<b>7.5</b>	Implement local community waste reduction measures, e.g. community fridges.	Ongoing
<b>7.6</b>	Investigate how the new waste contract can be operated with a reduced carbon footprint and implement feasible options.	Spring 2021



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### Corporate Plan Theme: Financial Sustainability and Growth

North Norfolk District Council has a balanced budget. To maintain services and to be able to invest in our communities we need to develop new sources of income and make savings where we can.

The Council will need to continually innovate in order to maintain and enhance service provision, building upon its track record of robust financial management, through identifying new sources of income, making sound investments and delivering high quality services in the most efficient way possible. The Council charges fees to deliver discretionary services to businesses, residents and visitors, the principle is that these should not be an undue burden on the local tax payer.

We will need to introduce smarter ways of working in order to maintain the Council's financial position, whilst seeking to deliver better services for our residents and communities.

We will continue to invest in our property assets to enable them to provide the best return to us and will also need to take a more commercial approach to everything we do. This means looking at different investment opportunities and being prepared to take innovative and creative approaches to how we invest – recognising that through our investments we might be able to realise the wider benefits for the District detailed elsewhere in this Plan – addressing priority issues such as housing, employment and environmental outcomes, as well as delivering a financial return.

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Objective 1: Continuously reviewing our service delivery arrangements, fees and charges to ensure that we deliver value for money

DP action	Delivery timescale
1.1 Establish a baseline against which to review and control fees and charges to support the full cost recovery of services  Charges for discretionary services should reflect the actual cost of the provision of the service and not be cross subsidised from council tax or other sources of income. Where appropriate additional charges should be introduced to fund the costs of new or increased services (e.g. charging developers for the provision of domestic waste bins on new residential developments)	December 2020
1.2 Develop a public convenience policy to identify ways in which the current £600k a year spend on the provision of public conveniences (to serve users of town centres, recreational and visitor attractions) can be funded, so that good quality provision can be maintained whilst providing council tax payers with value for money	December 2020
1.3 Trial zero based budgeting (ZBB) alongside enhanced engagement with service managers to encourage a focus on what costs are necessary to run the services and enable Council resources to be directed more effectively to where there are most needed	December 2020
1.4 Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby central	December 2020

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	government jointly with other similarly affected Councils and supporting organisations to add weight to the argument	
1.5	Undertake service reviews to improve efficiency and reduce costs	March 2021

Objective 2: Taking, where appropriate, a more commercial approach to the delivery of discretionary services

DP action		Delivery timescale
2.1	Develop a Financial Sustainability Strategy, which will identify income generating and saving opportunities whilst meeting the corporate plan objectives	June 2020
2.2	Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services  The new policy needs to reflect: the needs of local residents; the vitality of town centres; visitor demand; and provide best value for council tax payers	Initial policy review commencement: January 2020
2.3	Explore the opportunities to generate income from advertising and sponsorship	April 2020

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### Objective 3: Forming a development company to take our property ambitions forward

DP action		Delivery timescale
3.1	<p>Develop a business case for a housing company with a view to providing the Council with a way of addressing some of the housing needs in the district.</p> <p>Such an approach will include: provision of temporary accommodation, housing affordability, becoming a trusted (private sector) landlord, potential sites for new housing development, including those for self-build, engaging with development partners and exploring external funding sources</p>	Business Case; April 2020
3.2	Explore options for investing in the provision of medical centre development/health care facilities	December 2020
3.3	<p>Take a strategic approach to commercial development opportunities, including:</p> <ul style="list-style-type: none"><li>Exploring options that meet local needs/ demand and produce an income (e.g. a crematorium or similar development)</li><li>Updating the Asset Management Plan</li><li>Updating the Procurement Strategy</li></ul>	September 2020

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### Objective 4: Investing in environmental and economic initiatives which deliver positive outcomes and a financial return for the authority

DP action	Delivery timescale	
4.1	Explore options to expand Electric Vehicle Charging Points (EVCP) pilot. Review the success of the EVCP pilot and expand it as required, based on the assessment of a business case	Review undertaken August 2021
4.2	Explore the potential for the installation of solar panels - photo voltaics (PV) - on the Council's assets. Initially undertaking a business case to assess the viability of PV above some of the Council's car parks	December 2020



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### Corporate Plan Theme: **Quality of Life**

A strategic approach will be taken to address identified Quality of Life objectives in North Norfolk, the delivery of those objectives will be prioritised over the next four years.

This plan will tackle social isolation and make commitments to improving the wellbeing of local people through measures such as social prescribing. The Council will work with a wide range of partners, through a variety of mechanisms, to meet local needs and improve the quality of life of vulnerable people and households within our District.

We will build upon our strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life – including provision of sports and leisure centres, social and physical infrastructure, public conveniences, high quality (Blue Flag award winning) beaches, accessible and attractive (Green Flag award winning) open spaces and country parks and support for cultural events in locations across the District.

A survey is the starting point for understanding all of the things that affect local people's quality of life and the challenges they face. It can also help to identify the opportunities that our local area presents to improve the quality of life of our residents and to ensure that local communities have access to the things that they need.

Many of the Council's activities have an influence over the quality of life of our residents; so do those of many other organisations. It is important that initiatives that help improve the opportunities for people in all our communities to enjoy a high quality of life, are coordinated and suitably joined up. This objective seeks to ensure that a strategic approach is taken to the activities for which we, and our partners, are responsible.

## Corporate Plan Delivery Plan

**Objective 1: Undertaking a Quality of Life Survey to inform the development and implementation of a Quality of Life Strategy so as to improve the health and mental wellbeing of communities and individuals across North Norfolk.**

DP action	Delivery timescale	
1.1	<p>Undertake a Quality of Life Survey amongst local residents in order to understand the issues people face and to identify ways in which the Council (and its partners) can help those, in all communities, to access the things that they need.</p> <p>Working with appropriate partners, the survey will use existing evidence but also seek to fill gaps in data. It will need to take account of and inform many of the other activities in this delivery plan, such as:</p> <ul style="list-style-type: none"><li>• access to services</li><li>• housing</li><li>• environmental quality</li><li>• potential influences of climate change</li></ul>	Completed September 2020

## Corporate Plan Delivery Plan

### Objective 2: Developing and implementing a Quality of Life Strategy

DP action		Delivery timescale
2.1	<p>Develop a Quality of Life Strategy to ensure services, provided by the Council (and its partners) that impact on local quality of life, respond to issues raised by those in our local communities.</p> <p>The Strategy should be inclusive of all groups within society but also address any specific needs identified in the Quality of Life Survey. It will include:</p> <ul style="list-style-type: none"><li>• influences on physical and mental wellbeing across all age groups</li><li>• access to healthy, active lifestyles</li><li>• access to the arts and the celebration of local culture</li><li>• engagement in local community activities</li><li>• isolation</li><li>• innovative ways of treating health conditions, e.g. social prescribing</li><li>• access for all to services and facilities.</li></ul>	Adopt November 2020
2.2	<p>Work with local communities and partner organisations to implement the Quality of Life Strategy and enable activities that assist in its delivery.</p> <ul style="list-style-type: none"><li>• communicate the strategy to those involved in its delivery or are affected by it</li><li>• raise awareness and encourage interest in the development of actions that achieve the objectives in the strategy</li><li>• ensure that the strategy is embedded in all relevant services, activities, projects and decisions undertaken by the Council</li><li>• monitor the implementation &amp; effectiveness of the strategy</li></ul>	November 2020 onwards

## Corporate Plan Delivery Plan

### Objective 3: Delivery of the North Walsham Heritage Action Zone programme

DP action		Delivery timescale
3.1	<p>Under the Heritage Action Zone programme, engage the local community in the development and delivery of projects and activities that celebrate the cultural and historic significance of North Walsham Town Centre, with the aim of enhancing the economic and cultural vitality of the town, including:</p> <ul style="list-style-type: none"><li>• cultural programming activities</li><li>• improving historic assets</li><li>• supporting local community organisations</li><li>• supporting cultural events</li></ul>	Delivery plan adopted by April 2020

## Corporate Plan Delivery Plan

### Objective 4: Developing and implementing an Accessibility Guide for the District

DP action	Delivery timescale
4.1 <b>Formulate and publish a guide (in appropriate, traditional and novel formats) to help communities:</b> <ul style="list-style-type: none"><li>• promote engagement</li><li>• tackle isolation</li><li>• improve accessibility to all (e.g. beach wheelchairs, community transport initiatives)</li><li>• address the needs of people with conditions that impact upon their quality of life (e.g. dementia)</li></ul>	March 2020 Monitor and review ongoing

## Corporate Plan Delivery Plan

### Objective 5: Delivery of new leisure centre at Sheringham

DP action	Delivery timescale
5.1 <b>Develop the new leisure centre to replace the Splash, in order to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:</b> <ul style="list-style-type: none"><li data-bbox="361 430 1507 470">• encourage people to lead and maintain active and healthy lifestyles</li><li data-bbox="361 470 1507 557">• provide a range of modern and innovative fitness equipment accessible to all</li><li data-bbox="361 557 1507 644">• encourage the development of physical activity programmes oriented to the needs of all sections of the local community</li><li data-bbox="361 644 1507 732">• introduce even the youngest residents to fun and beneficial leisure activities</li><li data-bbox="361 732 1507 835">• provide opportunities to address specific health conditions (e.g. via social prescribing)</li></ul>	May 2021 re-opening

## Corporate Plan Delivery Plan

### Objective 6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction

DP action	Delivery timescale
6.1	Maintain and enhance the physical structure of Cromer Pier, its historic Pavilion Theatre and continue to work with partners to develop a programme of shows, events and appropriate activities that attract a wide audience, in order to celebrate the unique qualities that make this heritage asset an icon of the District that benefits residents, businesses and the wider local economy

### Objective 7: Public convenience investment programme to include a Changing Places facility in each of our seven principal settlements

DP action	Delivery timescale
7.1.	Maintain the quality and accessibility of public conveniences, ensuring they are suitable to the needs of the community and visitors to the area

## Corporate Plan Delivery Plan

### Objective 8: Continued commitment to maintain Blue Flag and Green Flag status for the Council's beaches and open spaces

DP action	Delivery timescale	
8.1	<p>Continue to maintain and, where appropriate, improve the quality and accessibility of our public open spaces and beaches. Promote their use for a wide variety of events and activities that meet the health and wellbeing needs of the local community and attract visitors to the area</p> <p>Develop a programme of sustained improvement and investigate innovative investment opportunities in order to ensure that our open spaces and beaches are attractive and available for all to enjoy and, where appropriate, meet the criteria for Green and Blue Flag awards</p>	Blue Flag May 2020 Green flag July 2020

# Corporate Plan Delivery Plan

## Objective 9: Delivery of the Mammoth Marathon

DP action	Resource	Lead officer/ team	Delivery timescale	Performance measure	Delivery partner(s)/ external resources
<b>CP Objective 9 : Delivery of the Mammoth Marathon</b>					
9.1 Organise and promote a running event as a way of marketing the District and raise awareness of the benefits of physical activity. Use this and other events as a platform to showcase initiatives that aim to support health and wellbeing, environmental awareness, arts and culture and other quality of life issues.  After the first 'mammoth' marathon and half marathon events, review its effectiveness in achieving these objectives and explore options for future events.	Staff and external voluntary stewards	Karl Read	17 May 2020	Delivery of event in conjunction with and review to consider diversification/retain the offer	Voluntary stewards from Beach runners Local TC / PC Local business

## Corporate Plan Delivery Plan

### Objective 10: Maximising the level of external funding through working with partners to support community projects within the District

CP Objective 10 : Maximising the level of external funding through working with partners to support community projects within the District					
DP action	Resource	Lead officer/ team	Delivery timescale	Performance measure	Delivery partner(s)/ external resources
10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy and achieve its outcomes. Seek opportunities to work with partners and local communities in developing projects and facilities that address the findings of the Quality of Life survey.	Staff	Lead: TBC	March 2020	Quarterly review	Maintain existing partners; investigate new opportunities / partners

# Corporate Plan Delivery Plan

## Objective 11: Support and nurture the development of strong, sustainable and healthy local communities

DP action	Resource	Lead officer/ team	Delivery timescale	Performance measure	Delivery partner(s)/ external resources
<b>CP Objective 11 : Support and nurture the development of strong, sustainable and healthy local communities</b>					
11.1	<p>Review existing funding initiatives and investigate new schemes that assist local communities in addressing their needs and improving community wellbeing, via grants and community development support.</p> <p>Provide support and advice to local community organisations to help them access external funding opportunities and develop initiatives that address local needs and support community sustainability</p> <p>Facilitate community initiatives, in accordance with the Quality of Life Strategy, that aim to improve the physical and mental wellbeing of local residents</p>	<p>Funding for grants (see BSF and Arts and Community Transport Grants budget) Staff</p> <p>Staff</p> <p>Staff</p>	<p>Lead: TBC</p> <p>Health &amp; Communities team</p> <p>Health &amp; Communities team</p>	June 2020  Ongoing  Ongoing	Community projects supported and appropriate measures of their outcomes

