



Our Corporate Plan 2023 - 2027

Putting North Norfolk and its Communities First

A Council placing the environment and our communities at the heart of everything we do, particularly our rural villages, businesses, those affected by the housing crisis and the challenges facing our unique environment.

LEADER'S STATEMENT

North Norfolk is an incredibly special place but with this comes many challenges. This Corporate Plan sets out our priorities and ambitions of what we want to achieve for the residents, communities and businesses of North Norfolk between 2023 to 2027.

With more than 45 miles of some of the mostly rapidly changing coastline in Western Europe and significant stretches of the Norfolk Broads including internationally recognised chalk streams, we are at the frontline of climate change and the human impact on the natural environment. Our continued priority to achieve net zero by 2030 will result in changes to how we provide services and investment in our assets and property. We aim to play a prominent role in guiding the development of hydrogen production or carbon capture and storage at Bacton Gas Terminals.

Building on the community action that developed during the Covid-19 pandemic and has continued into the cost of living crisis, we want to ensure our communities are well engaged with us, resilient and inclusive and that challenges of health, well-being and independence facing our residents are adequately met.

We face significant pressures on our housing stock due to the popularity of our District as a tourist destination and we will prioritise meeting our housing need to address the increasing number of those facing challenges around housing, exacerbated by pressures of the cost of living crisis.

Being a rural district with significant numbers of businesses supporting the vibrant tourism economy presents significant challenges, which is why we will prioritise creating a business environment which enables businesses to thrive and prosper - including a focus on job skills and the infrastructure to promote that growth.

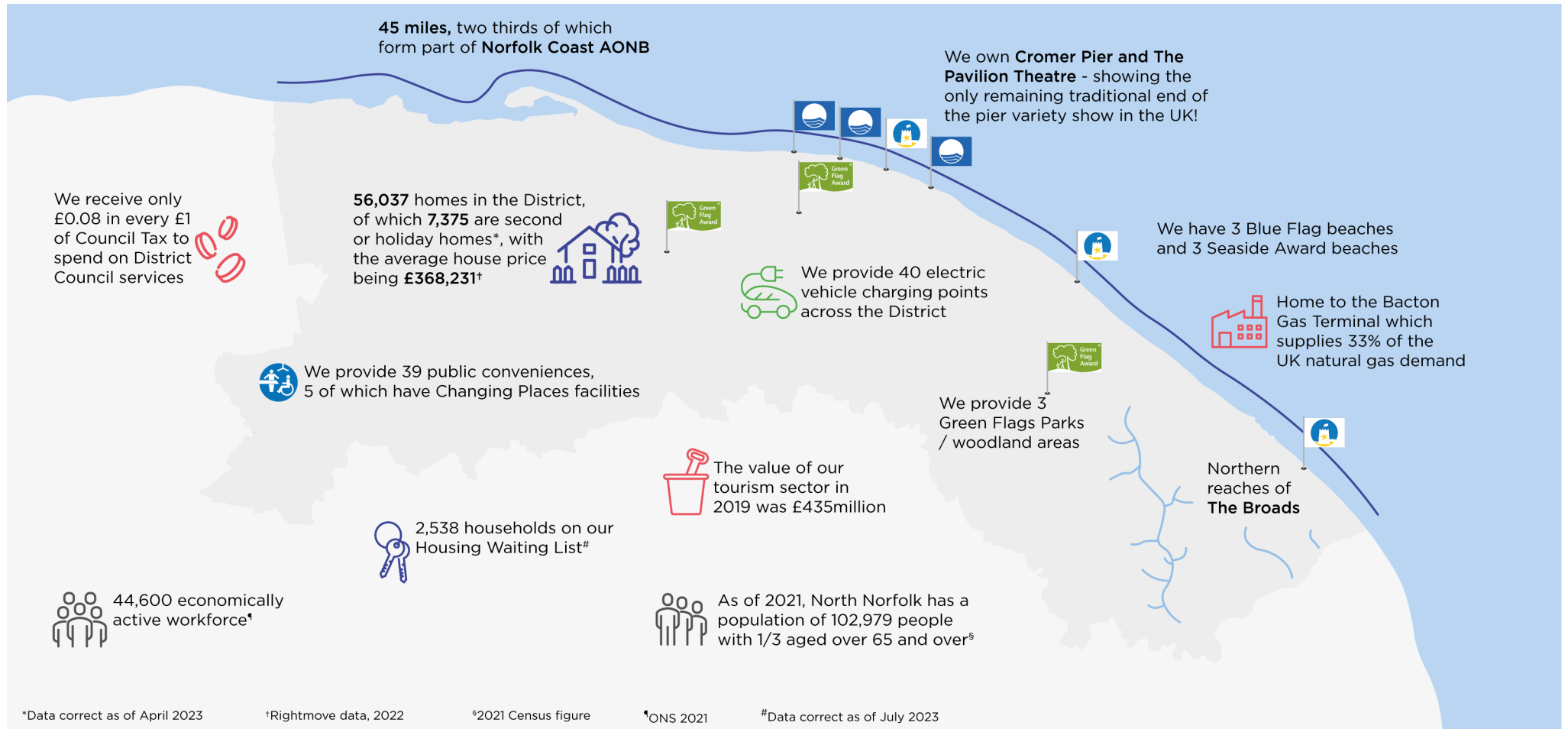
Sustaining Council services in these changing times, and maintaining Council property including play areas, leisure centres, sea defences and infrastructure contributing to our tourism industry, will be both a key challenge and an opportunity in the years to come. We firmly believe we have the opportunity to improve our current offer and realise further investment to uplift our communities. In addressing these challenges, the residents we serve, the businesses in the District, and our numerous visitors from near and afar will be at the heart of everything we do.

Every year we will produce an annual action plan, setting out in more detail the actions we will take to meet our priorities and ambitions. This will allow us to adapt to external challenges and be responsive to the needs of our communities.



Cllr Tim Adams
Leader of the Council

NORTH NORFOLK AT A GLANCE



OUR PRIORITIES



OUR GREENER FUTURE

We will continue our work to create a cleaner, green and zero-carbon future for North Norfolk.



DEVELOPING OUR COMMUNITIES

We will develop our work to support confident, engaged, resilient and inclusive communities.



MEETING OUR HOUSING NEED

We will seek to meet the challenges of local housing need.



INVESTING IN OUR LOCAL ECONOMY & INFRASTRUCTURE

We will create an environment where businesses thrive and prosper, supporting jobs and economic opportunity for all.



A STRONG, RESPONSIBLE & ACCOUNTABLE COUNCIL

We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.

OUR GREENER FUTURE

We will continue our work to create a cleaner, green and zero-carbon future for North Norfolk.



CONTINUE OUR JOURNEY TO NET ZERO

- Continuing our own annual emissions reductions to reach Net Zero by 2030
- Introducing significant new projects which deliver on our Net Zero ambitions
- Supporting homeowners upgrade the environmental performance of their homes
- Continuing to invest in the Council's property portfolio to reduce carbon impact
- Promoting measures to reduce emissions from transport and increase active travel
- Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district
- Strengthening the ability for local communities to deliver on local environmental ambitions and priorities
- Continuing to pursue government and external funding for new green initiatives

- Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding.

TACKLE ENVIRONMENTAL WASTE AND POLLUTION

- Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household
- Taking the strongest action to combat and prevent environmental crimes, such as fly-tipping
- Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter
- Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place

PROTECT AND TRANSITION OUR COASTAL ENVIRONMENTS

- Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses
- Implementing the Cromer and Mundesley Coast Protection Schemes
- Continuing our programme of investment in coastal and resort infrastructure and amenities, building on the progress made in recent years
- Working with local communities and organisations to reduce plastic in the environment and achieve 'Plastic Free' status for our coastline



DEVELOPING OUR COMMUNITIES

We will develop our work to support confident, engaged, resilient and inclusive communities.



ENGAGED AND SUPPORTED INDIVIDUALS AND COMMUNITIES

- 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
- 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
- Supporting our communities to become more resilient, self-reliant, inclusive and embrace their diversity



PROMOTE HEALTH, WELLBEING AND INDEPENDENCE FOR ALL

- Tackling the COVID legacy of loneliness and isolation felt by those most impacted across our communities
- Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable
- Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.

INCREASE ACCESSIBILITY AND INCLUSION FOR ALL

- Building upon our declared statement of wanting to make North Norfolk more accessible and inclusive for all
- Continuing our record of investment in the provision of inclusive public toilet facilities
- Creating active environments for all ages and abilities
- Continuing to deliver the Sustainable Communities Fund, focussing on community activities for all

PROMOTE CULTURE, LEISURE AND SPORTS ACTIVITIES

- Championing North Norfolk as a place where residents and visitors can enjoy inclusive cultural opportunities and healthy leisure and sports activities
- Continuing to support cultural assets across the District to provide cultural opportunities for all
- Working with partners to support and develop participatory and community sports and cultural events
- Developing further the leisure facilities provided across the District



MEETING OUR HOUSING NEED

We will seek to meet the challenges of local housing need.



ADDRESS HOUSING NEED

- Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible
- Developing our prevention and support services to those who are at risk of losing a secure home
- Increasing our portfolio of Temporary Accommodation to support residents in crisis
- Innovating to bring new types and tenures of homes to the District
- Working with partners to deliver more rural exception sites
- Meeting the specific housing needs of our elderly and vulnerable residents
- Working with national, regional and local partners to support the needs of refugees

TACKLE THE IMPACT OF SECOND HOMES AND HOLIDAY LETS

- Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision
- Ensuring the efficient collection of taxes on second homes and holiday lets



PROMOTE BEST USE OF HOUSING STOCK AND GOOD HOUSING STANDARDS

- Working harder to bring empty homes back into use
- Continuing the high-profile work done to tackle unscrupulous landlords/poor quality housing during the cost of living crisis



INVESTING IN OUR LOCAL ECONOMY & INFRASTRUCTURE

We will create an environment where businesses thrive and prosper, supporting jobs and economic opportunity for all.



AN ENVIRONMENT FOR BUSINESS TO THRIVE IN

- 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
- Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns
- Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds
- Continuing to promote North Norfolk's diverse tourism and visitor offer
- Working with partners locally and nationally to deliver increased sustainability in marine industries and develop a sustainable and equitable blue economy that delivers ocean recovery and local prosperity

INFRASTRUCTURE TO SUPPORT GROWTH

- Exploring opportunities for securing development of our few brownfield sites
- 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
- Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges
- Influencing issues of water scarcity and constraints in the local electricity distribution network
- Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment

SKILLS FOR JOBS

- Promoting innovation and workforce development throughout the district
- Promoting improved access to post 16 vocational education
- Continuing to provide apprenticeships opportunities, directly as a large local employer and promoting uptake in the wider business economy



A STRONG, RESPONSIBLE & ACCOUNTABLE COUNCIL

We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.



QUALITY CUSTOMER SERVICE

- Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions
- Providing support for all residents, focussing on equality, understanding and respect
- Improving communication with residents via all communication channels
- Reviewing contract and partnership arrangements to ensure the most appropriate and efficient means of delivering services to our diverse communities and customers
- Reviewing service delivery arrangements so as to realise efficiencies without compromising service standards and outcomes

MAXIMISING OPPORTUNITY

- Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure
- Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets
- Increasing the rates of occupation on all council's commercial properties
- Maximising external grant funding to deliver the Council's corporate objectives
- Investigating the implementation of a Tourist Tax to finance the provision and maintenance of visitor infrastructure so that the costs do not fall directly on local Council Tax payers/ making sure tourism pays for itself.

EFFECTIVE AND EFFICIENT DELIVERY

- Managing our finances and contracts robustly to ensure best value for money
- Continuing a service improvement programme to ensure our services are delivered efficiently
- Providing services that are value for money and meet the needs of our residents
- Ensuring that strong governance is at the heart of all we do
- Creating a culture that empowers and fosters an ambitious, motivated workforce
- Exploring opportunities to work further with stakeholders and partner organisations



OUR KEY ACTIONS 2023 - 2024

OUR GREENER FUTURE

- Provide the solar car port at The Reef
- Develop a response to the Waste and Resources Strategy
- Local Plan examination
- Launch CoastWise
- Commence delivery of Cromer and Mundesley Coast Protection Schemes

DEVELOPING OUR COMMUNITIES

- Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to
- Completion of new/ refurbished toilets at North Walsham Sheringham and Holt
- Promote the development of Neighbourhood Plans
- Develop an Active Environments Strategy
- Further develop and embed our Youth Council work
- Develop a Rural Strategy
- Submit quality bids to available Government funding opportunities

MEETING HOUSING NEED

- Develop 38 affordable housing units
- Realise the Council's contracted commitment under the Local Authority Housing Fund
- Work with partners, agree a programme of investment in local housing initiatives, funded through the local Second Homes Council Tax premium. Deliver additional units of Temporary Accommodation

INVESTING IN OUR LOCAL ECONOMY AND INFRASTRUCTURE

- Take forward the recommendations of the Stalham High Street Task Force Action Plan
- 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
- Commission a study into the potential Hydrogen production at the Bacton Energy hub
- Prepare an Economic Growth Strategy
- Launch the Virtual Business Support Hub

A STRONG, RESPONSIBLE AND ACCOUNTABLE COUNCIL

- Ensure the Council's annual accounts are audited in a timely manner
- Facilitate Corporate Peer Challenge and prepare response to any recommendations made
- Review and prepare options appraisal for the management of the car park service
- Advertise and let the Cedars building in North Walsham
- Ensure our customer service delivery model reflects current and future customer needs
- Complete implementation of the Planning Service Improvement Plan
- Develop a new People and Workforce Strategy in support of the Council's objectives and priorities

OUR PROPOSED FUTURE ACTIONS FOR 2024 AND BEYOND

In order that the Council is able to respond to external changes over the four years – such as a pandemic, cost of living pressures, outcome of a General Election – it proposes developing an Annual Action Plan in each year under the five key Corporate Plan themes. The development of the Annual Action Plan each year will be an inclusive process involving elected members and officers in workshops held in September and October of each year, with any project proposals then being developed and reflected in the future year's budget process approved in February for delivery in the following twelve month period April to March. This process will commence in September 2023 for projects to be delivered in the year April 2024 – March 2025.

