

Corporate Plan Delivery Plan – November 2022

Key:-

Green – Original delivery date met, objective on target for delivery as scheduled

Amber – Original target date not set / question over delivery, revised action / date for delivery now proposed

Red – Original delivery date not met; target delivery date still not agreed, delayed or unlikely to be met

	DP action	Original delivery timescale	November 2021 priority objective	Action completed	Revised delivery timescale
Local Homes for Local Need					
Objective 1: Developing and adopting a new Local Plan					
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"> • measures to reduce water consumption • improved fuel efficiency • compliance with the National Design Guide and Design Code • provision of Development Briefs to ensure new development sites are sympathetic local environmental characteristics • maintaining a custom/self-build register 	Winter 2022	Yes	<p>Reg 19 consultation Winter 2021 completed</p> <p>Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022.</p> <p>Some delay in submission of the Plan for Examination due to Natural England issuing new guidance in March 2022 on Nutrient Neutrality</p> <p>Revised programme for submission of Plan for Examination agreed</p>	<p>Delayed due to Nutrient Neutrality issues which is beyond the control of the District Council –</p> <p>Revised date now proposed for Submission for Examination January 2023</p>
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	No	2022 Register to be published in November 2022	Annually – November 2022
Objective 2: Developing and implementing a new Housing Strategy					

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"> • engagement of key stakeholders to identify evidence and gaps in understanding; • measures which will enable the Council to better target its resources and to focus on priority issues 	December 2020	No	New Housing Strategy adopted after consultation, engagement and scrutiny July 2021	Complete with strategy adopted July 2021
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"> • investigating the viability of housing improvement grants/loans; • Investigating the viability of using incentives to renovate and retrofit existing housing stock through grants/loans: 	December 2020	No	Building Research Establishment report on housing stock condition received. This has been used to inform actions within the Housing Strategy	Complete
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"> • selective licensing schemes • landlord accreditation • certification • grants for housing stock improvement 	December 2020	No	<p>Building Research Establishment report provides background information on stock condition.</p> <p>North Norfolk is part of the Norfolk Warm Homes partnership which was successful in securing grant funding of £3.95 million, meaning approximately £750,000 coming to North Norfolk.</p> <p>Appointment of new Energy Efficiency Officer post from March 2022, who has developed and delivered a programme of energy efficiency advice and grant schemes.</p> <p>Cabinet agreed at its meeting of the 3rd October 2022 that Council</p>	In progress and ongoing

				would sign up to the ECO4-flex programme as soon as the programme is signed off nationally by OFGEM.	
2.4	Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents	Review complete: April 2021	No	Energy Efficiency Officer recruited March 2002	Complete
Objective 3: Forming a housing delivery / development company					
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. Such an approach will take into account:</p> <ul style="list-style-type: none"> • 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 • exploring external funding sources • exemplar homes <p>Explore through the development of a business model whether the District Council should consider the acquisition of older Victory (Flagship) Housing Trust properties in rural locations and then upgrade and make available for market rent, so as to increase the availability of housing in some of the District's most unaffordable housing areas, due to high property prices fueled by demand for second and holiday homes.</p>	Business Case; March 2020	Yes	<p>The context of the Council operating a Housing Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest.</p> <p>Also NNDC does not have a land bank such that we would be competing to purchase land for housing development against local builders and RSLs.</p>	Member workshop held November 2021 to promote understanding of the changed policy environment relating to the Council having a Housing Development Company which has allowed the Council to close this action down
Objective 4: Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan					
4.1	Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can:	Strategy adoption December 2019	Yes – continued investment in stock of Temporary Accommodation	<p>Strategy developed and adopted December 2019</p> <p>Strong support for Homeless and Rough Sleepers under the</p>	<p>Strategy delivered on time</p> <p>Have completed purchase of 17</p>

	<ul style="list-style-type: none"> • intervene early and support households to avoid homelessness; • increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and • 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) 			<p>Everyone In initiative during COVID pandemic</p> <p>Have increased supply of Temporary Accommodation owned and managed by the Council</p> <p>Rising caseload of homeless presentations increasing pressures on Revenue Budget as we move beyond the COVID pandemic, changing economic pressures and a loss of private-rented stock to Air BnB status.</p> <p>Potential increased demand for housing in the private rented sector from Ukrainian refugees if their hosted accommodation arrangements come to an end after six or twelve months</p> <p>So strong strategy position, but changing context in terms of implementation</p>	<p>units of Temporary Accommodation; including one newly created unit of accommodation in a void space above public conveniences in Sheringham (March 2022) and purchase and adaptation to accessible unit of accommodation of property in North Walsham.</p> <p>Implementation operating in different context presenting new / ongoing financial risks to the Council impacted by changes in Government funding and benefits payments</p>
Objective 5: Delivering new affordable homes both directly as a Council and through partnership working with Registered Providers					
5.1	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	Scheme approval; February 2021	No	Grants offered to Homes to Wells and Stable Door for purchase of affordable housing units and have piloted a loan arrangement for Homes to Wells, so the financial assistance models to Registered Providers can be seen as complete	Loan facilities for community housing led schemes now in place

				However, it was also proposed to develop a procedure and guidance note for Registered Social Landlords to make the development of proposals and their progress through the planning system easier and at present this action is not complete and the completion date has been extended.	Planning Guidance Note still to be drafted – revised date March 2023
5.2	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	Scheme approval; February 2021	No	Research was undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this have been shared with Cabinet and it was concluded that the Council should not provide mortgages at this time.	Complete
Objective 6: Working with partners to deliver 500 units of Housing with Care / Extra Care					
6.1	<p>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</p> <p>Explore funding opportunities, for example through:</p> <ul style="list-style-type: none"> ● One Public Estate ● Living Well Programme ● Homes England 	Initial Business Case April 2020	No Note: the Council has an enabling / facilitating role and is not a direct deliverer	<p>Grant support provided for 66-unit scheme developed and managed by Housing21 at Meadow Walk, Fakenham – opened May 2021</p> <p>Similar 62-unit proposal at Stalham approved in principle but delayed due to need to resolve Nutrient Neutrality issue</p> <p>Early consideration given to similar proposals with developers / partners at North Walsham and Wells</p> <p>Planning permission granted for two care / nursing homes which</p>	<p>66-unit scheme delivered at Fakenham – opened May 2021</p> <p>Planning application approved in principle for 62-unit scheme at Stalham – March 2022</p> <p>Other schemes under discussion</p>

				are under construction at Holt and one at Sheringham which is yet to commence construction	
Boosting Business Growth					
Objective 1: Developing and adopting a new Local Plan					
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).	Winter 2022	Yes	<p>Reg 19 consultation Winter 2021 completed</p> <p>Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022.</p> <p>Some delay in submission of the Plan for Examination due to Natural England issuing new guidance in March 2022 on Nutrient Neutrality</p> <p>Revised programme for submission of Plan for Examination agreed</p>	<p>Delayed due to Nutrient Neutrality issues which is beyond the control of the District Council –</p> <p>Revised date now proposed for Submission for Examination January 2023</p>
Objective 2: Developing and implementing of new Economic Growth Strategy					
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.	Autumn 2020	No	<p>This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over COVID Business Support and Grants programmes; preparation of Levelling Up bids and the UK Shared Prosperity Fund and more recently the Rural England shared Prosperity Fund Investment Plans.</p> <p>Significant work has been undertaken in preparing a Growth Strategy, including an extensive Workforce Skills Survey, but this</p>	December 2022

				hasn't been brought together in a single strategy document as yet because of pressures within the Economic Growth Team in responding to Government programmes and liaison with some business investment proposals across the District which have required priority focus.	
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Objective 3: Taking a proactive approach to unlocking development sites and enabling local businesses to grow across the District

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	Yes	<p>Second stage of Growth Sites Delivery Strategy Report provided to the Council in June 2021 after delays due to COVID both through the Council's team and the consultants</p> <p>Options for the Council to invest in sites / premises development for business opportunities not progressed</p> <p>Council purchased three new commercial units for lease to businesses at Hornbeam Road, North Walsham in April 2021; with units let to national trade business from summer 2022</p>	December 2022
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Objective 4: Analysis local business needs

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	No Yes	<p>Business survey and regular contact with businesses but in response to COVID rather than in the context originally proposed</p> <p>A number of inward investment / business investment enquiries being taken forward following</p>	Ongoing
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	October 2020 - Post COVID support for tourism businesses	Delivery of Tourism Sector Support Grant Scheme, COVID Discretionary Additional Restrictions Grants and promotion of North Norfolk to staycation markets		<p>advice / support of the Economic Growth Team.</p> <p>Liaison with a number of investors / developers taking forward significant proposals for investment in new / upgraded hospitality businesses in the District with at least nine schemes being progressed currently strengthening the District's tourism offer post COVID – many with new approaches to staff recruitment, development and retention improving the quality of employment and opportunities for career development and progression</p>	
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	No	<p>Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses</p> <p>The Council has supported as number of Countywide initiatives such as Go-Digital and the LEADER programmes and submitted a Local Investment Plan for the UK Shared Prosperity Fund and is currently developing a similar proposition under the Rural England Prosperity Fund As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding</p>	Ongoing conversations with local businesses about their need for support in a challenging economic environment so as to position the District positively in the context of the UK Shared Prosperity Fund and Rural England Prosperity Fund programmes

				that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward	
Objective 5: Providing support and advice for new business start-ups and growing businesses					
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'.	Summer 2020	No	<p>There have been delays in the launch of the Virtual Business Hub proposal because of capacity issues and competing demands on Economic Growth, Revenues and IT teams which have delivered COVID grant support schemes and more recently the Revenues and IT teams facilitated the payment of the Energy Rebate payments.</p> <p>Much preparatory work has been undertaken in developing the self-service "Business Hub" but at the present time much advice and support is being delivered directly to businesses through the Economic Growth Team</p>	Virtual business hub to be launched December 2022
Objective 6: Encouraging links between local education providers, apprentices and businesses					
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.	Not set	No	<p>The Economic Growth Team has undertaken a skills and apprenticeship survey and this is supporting conversations and delivery of recruitment advice and support with businesses and training providers.</p> <p>The Council itself has recruited 8 apprentices this year one of whom attained the Local Government Apprentice of the Year; all are</p>	Ongoing

				<p>working towards recognised qualifications.</p> <p>The Council has recently supported the launch of the North Norfolk 100 Apprenticeships Challenge developed as a partnership with Duncan Baker MP, the DWP and Norfolk County Council</p>	
6.2	<p>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.</p>	Not set	No	<p>Increasing understanding of the needs of communities across North Norfolk based on wide range of data sets – recognised by Government in the Levelling Up White Paper and Priority 1 status awarded to the District by Government for the Round 2 Levelling Up Fund.</p> <p>Ongoing conversations with a number of businesses in the tourism and hospitality sectors about career pathways to improve employment and prospects within the sector</p> <p>As an employer the District Council continues to invest significantly in workforce training and development and has a strong apprentice recruitment and training programme – including having an employee who won the Local Government Apprentice of the Year 2022.</p>	Ongoing

6.3	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan	Not set	No	<p>As an employer the District Council continues to invest significantly in workforce training and development and has a strong apprentice recruitment and training programme – including having an employee who won the Local Government Apprentice of the Year 2022.</p> <p>The Council has recently supported the launch of the North Norfolk 100 Apprenticeships Challenge developed as a partnership with Duncan Baker MP, the DWP and Norfolk County Council</p>	Ongoing
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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

7.1	<p>Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities.</p> <p>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.</p> <p>Support local community organisations to encourage the development of ‘place-based’ approaches to maintain the vitality of local towns and town centres.</p>	<p>2024</p> <p>Spring 2021</p>	<p>Yes</p> <p>No</p>	<p>Significant progress made with respect to the delivery of the North Walsham High Street Heritage Action Zone during 2022 with works to re-model the Church Approach area completed July 2022; delivery of extensive community cultural programme; commencement of place-making works to the Market Place commencing in September 2022; launch of the Building Improvement Grant programme with five grants approved to date by Historic England; works ongoing to The Cedars building.</p> <p>Delivery of North Walsham Travel Hub, refurbishment of New Road</p>	On track
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				Public Toilets and Mundesley Road Public Car Park	
				Planning approval obtained for new public toilets on Vicarage Street Car Park, North Walsham	
				Stalham proposed and agreed for support through the High street Task Force programme in Qtr1 2023	

Customer Focus

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

1.1	<p>Undertake a Customer Contact Survey to understand:</p> <ul style="list-style-type: none"> • How well we deliver to our customer needs • Service specific issues • Ideas for reshaping our services to better meet customer needs 	In progress	No	<p>Context of Customer Contact Survey changed due to COVID but still tracked customer satisfaction.</p> <p>Significant customer contact volumes seen through the COVID pandemic.</p>	Ongoing – continuous monitoring and review
1.2	<p>Review and refine our Customer Strategy, to:</p> <ul style="list-style-type: none"> • respond to the survey findings • improve the way that we understand our customers’ changing needs/preferences • better serve our customers • embed customer focused service delivery throughout the Council <p>Cabinet October 2020 - Development and implementation of the “Digital by Design” programme to capture the benefits of “channel-shift” seen through COVID through further development of the website to allow greater self-</p>	<p>Strategy Delivery; May 2020</p> <p>Implementation commencement; May 2020</p>	<p>Yes</p> <p>Yes</p>	<p>New Customer Service Strategy presented to Cabinet October 2021 and has been followed by customer service training and a new Improvement Plan.</p>	<p>Strategy adopted by Cabinet October 2021</p> <p>Implementation to follow – ongoing</p>

	service options for customers to obtain Council services				
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"> listen to our customers views about what service they want to receive from the Council establish clearly what customers can expect from us based on that feedback reflect best practice 	May 2020	No	<p>Adoption of new Customer Service Strategy in October 2021</p> <p>New Customer Charter drafted and now being implemented</p> <p>New Complaints process agreed and implemented from April 2022</p>	<p>New systems and processes to be implemented and then monitored</p> <p>Six month review of new Complaints Process to ensure quality and efficiency currently being undertaken</p>
1.4	<p>Establish a training and development programme to enable all employees to deliver excellent customer focused services aimed at delivering the Customer Charter. This will give our teams, the skills, abilities and tools to deliver on our service commitment.</p>	Commencing May 2020	No	<p>A programme of corporate Customer Training had been developed for all managers and team leaders for delivery through 2023 to ensure understanding of the Corporate Customer Service Strategy and Charter and how best to implement them in their own service areas.</p> <p>Additionally, the Customer Services Team is working with its contact developer C3 to launch an automated Customer Satisfaction Survey for each customer contact we deal with via the C3 contact centre with testing of this module to take place in November 2022. This will provide an insight into how the new Customer Services Strategy is impacting our customers. The information can then be used to give real time</p>	<p>Ongoing</p> <p>Testing of C3 Customer Contact Centre module to be progressed in November 2022</p> <p>An extensive programme of Customer Service training has been developed for delivery through 2023.</p>

				feedback to departments across the council.	
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 councillors), at an operational and strategic level.	Sep 2020 onwards	No	Monitoring of new Customer Service standards from October 2021	Ongoing Proposal to commission independent Mystery Shopper survey of telephone answering across the authority

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

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 'are you being served?' which includes:</p> <ul style="list-style-type: none"> • satisfaction with the local area • satisfaction with the way the council runs things • trust in the council • responsiveness of the council • how informed residents feel • their perception of the value for money the council provides. <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>	No	Re-launch of the Council's Outlook publication in June 2022 with second edition now with printers and to be distributed to households in November 2022 with four-page feature on supporting residents with the cost of living pressures.	New "Outlook" magazine delivered in June and November 2022
3.1	Benchmark service delivery against the LGA key themes and learn from best practice elsewhere.	Benchmarking; May 2020	No	Reporting on some key comparative performance	Complete

				indicators (across the East of England Region and an LGA family group) through the LG Inform Tool and monitoring our performance / improvement accordingly with initial focus on the performance of Benefits delivery	
Objective 4: Developing an Engagement Strategy to set out how we will consult with our customers and our local communities					
4.1	<p>Develop an Engagement Strategy to:</p> <ul style="list-style-type: none"> • help define and design local priorities and policies • deliver and evaluate services • inform council decision-making in areas that impact on our residents lives <p>Cabinet October 2020 – Development of new Communications Strategy</p>	May 2020	No	<p>Development of Engagement Strategy progressed and due for presentation to Cabinet in December 2022</p> <p>Communications Strategy adopted January 2021</p>	<p>December 2022</p> <p>Ongoing - Strategy adopted, now being implemented through publication of new Outlook magazine; growing social media followers through initiatives such as the Battle of the Beaches</p>
4.2	<p>Establish quarterly forums with Town and Parish Councils, to:</p> <ul style="list-style-type: none"> • strengthen our relationship with communities • share information • seek views • identify actions • inform policy development 	December 2019	No	Regular meetings of the Town and Parish Forum meeting being held strengthening communications with local communities	During 2022 deliver four Forum meetings - complete
4.3	<p>Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to:</p>	December 2019	No	Youth Council “launched” in summer 2022 as schools had more capacity to engage post-COVID	Establish Youth Forum by end March 2022 – delayed because

	<ul style="list-style-type: none"> • better understand the views of younger people in the community • reflect opinions • identify actions • inform policy development 			with first meeting of Steering Group held October 2022	of further COVID lockdowns in autumn / winter 2021/22; so formal launch in summer 2022 with structures, ways of working and priorities agreed from October 2022
4.4	<p>Establish Environment Panels to:</p> <ul style="list-style-type: none"> • Garner ownership • Reflect opinions • Identify actions • Inform policy development 	December 2019	Yes	<p>Environment Forum established in April 2021</p> <p>Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen</p>	Forum established
4.5	Implement Online consultation feedback portals for key corporate projects/workstreams	December 2019	No	Online consultations undertaken on 2022/23 budget; the two Levelling Up proposals and currently in support of the Cost of Living Summit and with further proposal to consult on 2023/24 budget in December	Ongoing

Climate, Coast & Environment

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

1.1	<p>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:</p> <p>a. garner ownership</p>	From March 2020 to Sept 2020	Yes	Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen	Forum established
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	<ul style="list-style-type: none"> b. reflect opinions c. identify actions d. inform policy development 				
1.2	Develop an action plan, draft, adopt and publish Environment Charter.	June 2020	Yes	Environmental Charter adopted July 2021	Complete
1.3	'Sell' the messages through campaigns (awareness raising/ marketing) to promote energy efficiency and behavioural change towards greater sustainability.	June 2020 onwards	No	<p>Delivery of Climate Change animation in August 2021 and adoption of Net Zero Strategy and Action Plan in January 2022</p> <p>Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen</p>	Ongoing
1.4	<p>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:</p> <ul style="list-style-type: none"> a. established events (e.g. Greenbuild) b. established groups (e.g. schools, local flood resilience groups) c. novel communication methods d. working alongside other initiatives/ events. 	September 2020 onwards	No	<p>Delivery of Climate Change animation in August 2021 and adoption of Net Zero Strategy and Action Plan in January 2022</p> <p>Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen</p>	Ongoing
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	No	Environmental Charter agreed and adopted but process of ongoing review	Ongoing review
Objective 2: Developing and implementing a new Local Plan					
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	Winter 2022	Yes	Reg 19 consultation Winter 2021 completed	Delayed due to Nutrient Neutrality issues which is beyond

	flood risk, coastal change, biodiversity, landscape and the important environmental characteristics of the District.			Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022. Some delay in submission of the Plan for Examination due to Natural England issuing new guidance in March 2022 on Nutrient Neutrality Revised programme for submission of Plan for Examination agreed	the control of the District Council – Revised date now proposed for Submission for Examination January 2023
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	No	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Significant involvement with county partners in seeking to develop a response to the Nutrient Neutrality issue.	Delayed due to Nutrient Neutrality issues which is beyond the control of the District Council – Revised date now proposed for Submission for Examination January 2023
Objective 3: Undertaking an audit to establish the Council's baseline carbon footprint and then deliver a carbon neutral position by 2030					
3.1	Undertake a baseline carbon audit and formulate a carbon reduction action plan to set out: <ul style="list-style-type: none"> the actions that can be implemented in the short-term to reduce carbon emissions from Council's activities the trajectory needed to reduce emissions to zero by 2030 the longer-term activities and investments necessary to maintain the identified course. 	Baseline audit completed Jan 2020 Action plan: from June 2020	Yes	Net Zero strategy and Action Plan agreed by Cabinet January 2022 Further detailed study of the Council's operational carbon footprint with a focus on the authority's buildings commissioned. Engagement through the Norfolk Climate Change Partnership in	Completed January 2022 Report due to be received November 2022 Looking to take forward elements

				countywide initiatives looking to adopt carbon reduction measures. Support for two research studies funded through the UK Community Renewal Fund – one on potential of hydrogen transport in Norfolk and a second on Community Energy Kickstarter projects which reported in September 2022.	of the Community Energy Kickstarter projects in North Norfolk
3.2	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.	June 2020	No	New report template developed and agreed June 2022	In progress
3.3	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.	Summer 2020 onwards	No	Adoption of Net Zero Strategy and Action Plan January 2022 with ongoing monitoring systems being developed	Ongoing
3.4	Work with partners to establish and support ‘green energy’ initiatives (for environmental and/or investment purposes).	Autumn 2020 onwards	No	Participation in and receipt of Norfolk Hydrogen Vehicle Study and Community Energy Kickstarter reports through the Norfolk Climate Change Partnership funded through UK Community Renewal Fund monies Engagement with the North Sea Transition Authority to understand potential of developments in hydrogen production, Carbon Capture and Storage at the Bacton Gas Terminal site	Ongoing Ongoing
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					

4.1	Agree the vision and business plan for Coastal Partnership East (CPE) in addressing the coastal management challenges.	Summer 2020	No	CPE Business Plan in process of development	Ongoing
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.	Autumn 2020	No	Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation	Ongoing
4.3	Engage local coastal communities in the development of appropriate adaptive responses to coastal change and resilience.	Autumn 2020	No	Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022 Development of proposals for the Mundesley and Cromer Phase 2 Coastal Management Schemes – DEFRA grant funding secured and detailed design works now being undertaken for delivery in 2022/23	Ongoing
4.4	Develop innovative coastal management approaches to: a. technical solutions (e.g. sandscaping) b. policy c. funding	Ongoing	No	Progression of CLIFF policy framework with key insurance bodies for coastal adaptation programmes Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022	Ongoing
4.5	Continue to implement local actions to manage the coast, including: adaptation, maintenance of	Ongoing	No	Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to	Ongoing

	defences and innovative coastal management schemes (such as sandscaping).			<p>pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022</p> <p>Continued monitoring of the Bacton / Walcott Sandscaping project – including implementation of wind-blown sand mitigation proposals</p> <p>Ongoing maintenance of groynes and beacons</p>	
4.6	Share best practice and seek to influence national policy.	Ongoing	No	<p>Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022</p> <p>Delivery of joint Norfolk and Suffolk Coastal Conference October 2021 and October 2022</p>	CTAP Outline Business Case proposals submitted to the Environment Agency October 2022 with phased implementation to follow
Objective 5: Planting 110,000 trees – one for each resident to help offset our carbon emissions					
5.1	Collect and analyse data, including identification of net benefits and opportunities, locational characteristics and data gaps.	Up to Spring 2020	Yes	Tree planting strategy developed and agreed by Cabinet January 2022	Ongoing
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	Yes	Tree planting strategy developed and agreed by Cabinet January 2022	Ongoing
5.3	Engage communities at proposed planting sites to identify the optimal approach and garner support.	From autumn 2020	Yes	Approximately 50,000 trees planted in the 2021/22 planting season and detailed proposals for	Ongoing

				further 40,000+ trees to be planted this autumn / winter	
5.4	Implement, together with partner organisations, community groups and other interested parties.	From Dec 2019	Yes	To date 72,224 tree and hedging whips have been planted in 87 projects across the district. For the 2022/23 planting season (finishing in March 2023), a further 42,319 have been confirmed across 42 projects, with several more in various stages of planning. We are on course to beat the 110,000 target whilst staying in budget.	On track - Anticipated delivery of objective by March 2023
Objective 6: Introducing Electric vehicle charging facilities in the Council's principle car parks, at its offices and leisure centres					
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	Yes	Installation of EVCPs at NNDC Cromer offices operational from April 2020; units at Cromer, Fakenham, Holt, Sheringham and Wells operational from September 2020; and Bank Loke Car Park, North Walsham from October 2021 also at The Reef, Sheringham from November 2021	Complete, except for delay at North Walsham
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	No	The use of the Electric Vehicle Charging Points installed by the District Council is being monitored to inform future investment in additional provision. Detailed understanding of local constraints in the provision of rapid charging facilities	Ongoing
6.3	Include policies on EV and the associated infrastructure in the emerging Local Plan and in appropriate asset management plans.	Summer 2022	No	Reg 19 consultation Winter 2021 completed	Delayed due to Nutrient Neutrality issues which is beyond

				Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022. Develop asset management approach to monitoring use / expansion of EVCPs provided on Council owned sites	the control of the District Council – Revised date now proposed for Submission for Examination January 2023
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	No	This objective has been promoted further through the Council's recent Health and Wellbeing Week – particularly opportunities for car-sharing alongside the operation of the New Ways of Working policy around flexible / hybrid working. Recent launch of Salary Sacrifice Scheme to assist staff with purchase of electric vehicles	Ongoing
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)	No	The Council has developed its understanding of the constraints of the local UK Power Networks distribution system to meet the needs of rapid charging infrastructure and is working through a number of partnership arrangements to increase awareness and shared understanding of the limited electricity supply issues in some parts of the District and how these might be addressed in order that the Council can deliver on its Net Zero ambitions in the future.	March 2023

				<p>The Council's partner SERCO has purchased 8 electric vehicles which are being deployed on cleaning public toilets and used by supervisors to carry out inspections across the district.</p> <p>The Council's Property Services Team have purchased its first electric vehicle for use by the Multi-Skilled Operative Team and further vehicles will be purchased as part of phased "fleet" replacement</p>	
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Objective 7: Waste Collection

7.1	Implement the waste contract.	April 2020	No	New contract operational from April 2020	In progress
7.2	Establish evidence and evaluate options for going beyond the minimum necessary, including: a. waste reduction measures (including incentives such as grants (e.g. a sustainable community grant scheme)) b. educating consumers about the consequences of their actions/ behaviours c. becoming an exemplar in waste reduction and using recycled materials.	Autumn 2020	No	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	Cancelled as a discreet action – being progressed with partners through the Norfolk Waste Partnership
7.3	Develop and implement targeted campaigns to educate and influence the consumption and waste practices of residents, communities and local businesses.	Spring 2020 onwards (from start of contract)	No	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	Cancelled as a discreet action – being progressed with partners through the Norfolk Waste Partnership
7.4	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,	Summer 2020	No	A residual waste composition analysis was undertaken in Q4 2021/22, the results of which have fed into the delivery of	Ongoing

	interpret and report upon local waste production and disposal rates, trends and trajectories.			promotional activities in 2022/23 including the recent Recycling Week promotion	
7.5	Implement local community waste reduction measures, e.g. community fridges.	Ongoing	No	Community fridges now operational at Cromer, Fakenham, Holt, North Walsham, Sheringham and Stalham	Complete and ongoing
7.6	Investigate how the new waste contract can be operated with a reduced carbon footprint and implement feasible options.	Spring 2021	No	New waste and recycling collection rounds from September 2022 to reflect changing household numbers, tipping locations etc to realise efficiencies and environmental impact in the provision of this service. Some initial issues with missed bins, but confident these will be addressed through initial twelve-week period of revised arrangements. 8 electric vehicles have been brought into Serco's North Norfolk operation and will be deployed on cleaning public toilets and used by supervisors to carry out inspections across the district.	Ongoing with further opportunities to de-carbonise our waste and cleansing contract being explored with our contractor SERCO

Financial Sustainability and Growth

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

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	December 2020	No	Approach developed as part of Zero-based Budgeting Review and will be developed further as part of 2023/24 Budget process and revised Medium-Term Financial Strategy	Ongoing
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	for the provision of domestic waste bins on new residential developments)				
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	No	Progressed through Panel of the Overview and Scrutiny Committee with report to Cabinet 3 rd October 2022	Complete
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	Yes	Taken forward in period November 2021 to February 2022 to inform 2022/23 budget process	Complete
1.4	Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby government jointly with other similarly affected Councils and supporting organisations to add weight to the argument	December 2020	No	Representations made to Government and some changes now proposed from April 2022	Complete
1.5	Undertake service reviews to improve efficiency and reduce costs	March 2021	No	This objective has not been progressed due to capacity issues within the Finance Team	Consideration will be given to costs of service as part of the 2023/24 budget process, but formal reviews will need to be taken forward during the Spring and Summer of 2023
Objective 2: Taking, where appropriate, a more commercial approach to the delivery of discretionary services					
2.1	Develop a Financial Sustainability Strategy, which will identify income generating and saving	June 2020	Yes	Not progressed as proposed – to be priority objective of new Director of Resources	February 2023

	opportunities whilst meeting the corporate plan objectives				
2.2	<p>Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services</p> <p>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</p>	Initial policy review commencement: January 2020	No	New car park charges implemented from 4 th July 2022	Complete
2.3	Explore the opportunities to generate income from advertising and sponsorship	April 2020	No	Not progressed as proposed – to be priority objective of new Director of Resources	June 2023
Objective 3: Forming a development company to take our property ambitions forward					
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	Yes	<p>The context of the Council operating a Housing Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest.</p> <p>Also NNDC does not have a land bank such that we would be competing to purchase land for housing development against local builders and RSLs.</p>	Member workshop held November 2021 to promote understanding of the changed policy environment relating to the Council having a Housing Development Company
3.2	Explore options for investing in the provision of medical centre development/health care facilities	December 2020	No	The context of the Council operating a Property Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest such that this objective is probably no longer a realistic opportunity for the Council.	Complete

				<p>The Council, through the One Public Estate programme has appraised opportunities to invest in new healthcare facilities in one location in the District which is now the subject of a Housing with Extra Care proposal.</p> <p>The need to plan for new primary care facilities in North Walsham was included within the bid the Council made for UK Community Renewal Funds however this bid was not successful in securing Government funding so conversations continue with health partners in the context of the proposals for the North Walsham Urban Extension proposals.</p>	
3.3	<p>Take a strategic approach to commercial development opportunities, including:</p> <ul style="list-style-type: none"> • Exploring options that meet local needs/ demand and produce an income (e.g. a crematorium or similar development) • Updating the Asset Management Plan • Updating the Procurement Strategy 	September 2020	No	<p>The context of the Council operating a Property Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest such that this objective is probably no longer a realistic opportunity for the Council.</p> <p>Sale of Parklands site, Pudding Norton completed September 2022.</p> <p>Sales of Meadow House, Itteringham and Bridewell Street,</p>	Ongoing

				<p>Walsingham also completed in last twelve months</p> <p>The Cedars, North Walsham – currently the subject of refurbishment as part of the North Walsham Heritage Action Zone programme with proposals to lease the property for community uses agreed by Cabinet at its 3rd October 2022 meeting</p> <p>Successful lease of Hornbeam Road commercial units achieved from September 2022</p> <p>Marketing of opportunities at North Lodge Park ongoing</p>	
Objective 4: Investing in environmental and economic initiatives which deliver positive outcomes and a financial return for the authority					
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	No	The Council has developed its understanding of the constraints of the local UK Power Networks distribution system to meet the needs of rapid charging infrastructure and is working through a number of partnership arrangements to increase awareness and shared understanding of the limited electricity supply issues in some parts of the District and how these might be addressed in order that the Council can deliver on its Net Zero ambitions in the future.	Ongoing
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	December 2020	No	A survey has been commissioned for the provision of a solar car port at the new Sheringham Leisure Centre site which is to be	December 2022

	assess the viability of PV above some of the Council's car parks			presented to Cabinet shortly. Some slippage in this work but now back on track	
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Quality of Life

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.

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"> • access to services • housing • environmental quality • potential influences of climate change 	Completed September 2020	Yes	Quality of Life strategy agreed and adopted by Cabinet at its July 2022 meeting, now moving to implementation	Ongoing
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Objective 2: Developing and implementing a Quality of Life Strategy

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"> • influences on physical and mental wellbeing across all age groups • access to healthy, active lifestyles • access to the arts and the celebration of local culture • engagement in local community activities 	Adopt November 2020	No	<p>Quality of Life strategy agreed and adopted by Cabinet at its July 2022 meeting, now moving to implementation</p> <p>Proposed for delivery in January 2022 but delayed due to rise in COVID (Omicron) cases in the period November 2021 – February 2022 with further national lockdowns – now back on track</p>	Ongoing
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	<ul style="list-style-type: none"> isolation innovative ways of treating health conditions, e.g. social prescribing access for all to services and facilities. 				
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"> communicate the strategy to those involved in its delivery or are affected by it raise awareness and encourage interest in the development of actions that achieve the objectives in the strategy ensure that the strategy is embedded in all relevant services, activities, projects and decisions undertaken by the Council monitor the implementation & effectiveness of the strategy 	November 2020 onwards	No	<p>Quality of Life strategy agreed and adopted by Cabinet at its July 2022 meeting, now moving to implementation</p> <p>Proposed for delivery in January 2022 but delayed due to rise in COVID (Omicron) cases in the period November 2021 – February 2022 with further national lockdowns – now back on track</p> <p>Establishment of the North Norfolk Health and Wellbeing Board to support new Integrated Care System arrangements across the District</p> <p>Development and implementation of Community Connector Team to support health and wellbeing through development of Social Prescribing projects and solutions</p>	Ongoing
Objective 3: Delivery of the North Walsham Heritage Action Zone programme					
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"> cultural programming activities improving historic assets supporting local community organisations 	Delivery Plan adopted by April 2020	Yes	<p>Strong community engagement programme with the public and town centre businesses through HAZ</p> <p>Good programme of cultural events delivered as part of the North Walsham High Street Heritage Action Zone programme, including:- a number of concerts, upcycling fashion show, photographic workshops.</p> <p>Separate to the HAZ programme North Walsham Market Place has</p>	On track

	<ul style="list-style-type: none"> supporting cultural events 		<p>Project Officer and appointed consultants</p> <p>Cultural programme developed alongside historic interpretation to inform environmental enhancement programme</p>	<p>held a number of successful community events including Street Food Festivals, Farmers Markets which have attracted more people into the town centre.</p> <p>Additional external funding secured through the EU C-Care project administered by the New Anglia Local Enterprise Partnership to fund a programme of Place-making activities for delivery beyond the completion of the HAZ works from Spring of 2023</p>	
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Objective 4: Developing and implementing an Accessibility Guide for the District

4.1	<p>Formulate and publish a guide (in appropriate, traditional and novel formats) to help communities:</p> <ul style="list-style-type: none"> promote engagement tackle isolation improve accessibility to all (e.g. beach wheelchairs, community transport initiatives) address the needs of people with conditions that impact upon their quality of life (e.g. dementia) 	<p>March 2020</p> <p>Monitor and review ongoing</p>	No	<p>Accessibility has been incorporated into the Quality of Life Strategy. Further thought is being given to strengthen the text and objectives around accessibility to reflect the investment being made by the authority in the provision of Changing Places Facilities and the provision of additional beach wheelchairs, which is increasing the district's appeal as an inclusive place and visitor destination.</p>	<p>Production and publication of District accessibility guide February 2023</p>
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Objective 5: Delivery of new leisure centre at Sheringham

5.1	<p>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:</p> <ul style="list-style-type: none"> encourage people to lead and maintain active and healthy lifestyles 	<p>May 2021 re-opening</p>	Yes	<p>Successful opening of The Reef leisure centre on 30th November 2021. Numbers of people undertaking activity at the new facility exceeds anticipated numbers with over 19,500 people visiting in August 2022 alone.</p>	Complete
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	<ul style="list-style-type: none"> provide a range of modern and innovative fitness equipment accessible to all encourage the development of physical activity programmes oriented to the needs of all sections of the local community introduce even the youngest residents to fun and beneficial leisure activities provide opportunities to address specific health conditions (e.g. via social prescribing) 			Facility performing well and project completion review now being undertaken for reporting to Overview and Scrutiny Committee in January 2023.	
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Objective 6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction

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	Annual programme maintenance / 5yr contract	No	<p>£1.2million Programme of maintenance to the pier super-structure agreed at July Cabinet meeting.</p> <p>Planned refurbishment of Pavilion Theatre toilets and bar areas in period January / February 2023</p> <p>Ongoing discussions with operator of the Pier to understand impact of COVID on audiences, projected income / turnover</p>	<p>Investment programme in pier continuing as programmed</p> <p>Recovery Plan for pier operations to be agreed based on 2021 and 2022 audience / visitor numbers</p>
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Objective 7: Public convenience investment programme to include a Changing Places facility in each of our seven principal settlements

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	Spring 2020 with Review April 2020	No	<p>Overview and Scrutiny Panel discussed public convenience strategy with report and recommendations to July O&S meeting</p> <p>Successful bid for funds through the Government's Changing Places Fund – Sept 2021 / April 2022 - £300,000 grant award; top ten place of all local authorities in England</p>	Ongoing to summer 2023
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				Delivering schemes under the Changing Places grant scheme – Wells and Fakenham on site; contracts awarded for The Leas, Sheringham and Vicarage Street, North Walsham; ongoing discussions with local partners at Stalham and Holt	
Objective 8: Continued commitment to maintain Blue Flag and Green Flag status for the Council's beaches and open spaces					
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>	<p>Blue Flag May 2020 Green flag July 2020</p>	Yes	<p>Retained 6 Blue Flag beaches</p> <p>Retained 3 Green Flag Open Spaces</p> <p>Continued investment in facilities and offer proposed at Holt Country Park and at Pretty Corner Woods, Sheringham</p>	On track
Objective 9: Delivery of the Mammoth Marathon					
9.1	<p>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.</p> <p>After the first 'mammoth' marathon and half marathon events, review its effectiveness in achieving these objectives and explore options for future events.</p>	17 May 2020	No	<p>Successful Mammoth Marathon event staged in May 2022 with over 500 participants.</p> <p>Planning underway for 2023 event</p>	Complete
Objective 10: Maximising the level of external funding through working with partners to support community projects within the District					

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	March 2020	No	<p>Rural England Prosperity fund programme - £1.457 million over two years April 2023 – March 2025 – Investment Plan in process of being developed</p> <p>Submission of two bids under Round 2 of the Levelling Up Fund programme in August 2022 - £11.5 million project for the Fakenham Leisure and Sports Hub project and £8.5million Cromer Cliffs Enhancement Programme – awaiting funding decisions from Government</p> <p>UK Shared Prosperity Fund NNDC allocation of £1.238million for period April 2022 – March 2025 – Investment Plan submitted July 2022, awaiting confirmation to spend from Government</p> <p>Chosen by DEFRA / Environment Agency with the east Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022</p> <p>Successful bid for funds through the Government’s Changing Places Fund – Sept 2021 / April 2022 - £300,000 grant award; top ten place of all local authorities in England</p>	<p>Ongoing in terms of awaiting decisions on the Levelling Up applications and approval of our UK Shared Prosperity Fund Local Investment Plan</p> <p>Delivering schemes under the Changing Places grant scheme – Wells and Fakenham on site; contracts awarded for The Leas, Sheringham and Vicarage Street, North Walsham; ongoing discussions with local partners at Stalham and Holt</p> <p>Detailed delivery plan being developed for the Coastal Transition Accelerator Programme for discussion with the Environment Agency</p>
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				Unsuccessful bids for UK Community Renewal Funds for Fakenham and North Walsham (November 2021)	
Objective 11: Support and nurture the development of strong, sustainable and healthy local communities					
1.1	<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>June 2020</p> <p>Ongoing</p> <p>Ongoing</p>	No	<p>Successful delivery of the Homes for Ukraine scheme across the District with first appointment in Norfolk of Ukraine speaking support officer and second highest numbers of Ukrainian guests accommodated in Norfolk.</p> <p>Development and promotion of support response to the Cost of Living pressures faced by many of the District's residents</p> <p>Development and implementation of Community Connector Team to support health and wellbeing through development of Social Prescribing projects and solutions</p> <p>Continued operation of the North Norfolk Sustainable Communities Fund, Community Transport Grants and Arts Grants mechanisms.</p>	Ongoing