

Corporate Plan Delivery Plan – October 2021

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	October 2020 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>Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2021 and on track for Reg 19 consultation this winter</p> <p>Programme on track according to published Local Development Framework Project Plan</p>	<p>On track –</p> <p>Reg 19 consultation Winter 2021;</p> <p>Submission for Examination Summer 2022</p> <p>Inspectors Report - Winter 2022</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	2021 Register to be published in November 2021	Annually – November 2021
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>In terms of grants for housing stock improvement, the Council is a member of Norfolk Warm Homes which bids for grant funds for energy improvement works and delivers energy improvement works for households on low incomes in Norfolk.</p> <p>Residents in North Norfolk have benefitted from improvement works undertaken using funding from the Local Authority Delivery Programme (strands 1a and 1b). We are awaiting the results of a further bid for grant funding under strand 3 of the programme – Home Upgrade Grant.</p>	In progress and ongoing

				<p>North Norfolk is part of the Norfolk Warm Homes bid and if successful our share of the bid would be £750,000. At its meeting of the 4th October 2021 the Cabinet approved a new Energy Officer post. This postholder will be responsible for (amongst other things) helping low income households in North Norfolk apply for help with energy efficiency measures and for ensuring the District bids for future grant funds.</p> <p>The recently approved Housing Strategy seeks to address other elements of this objective as part of future ongoing works.</p>	
2.4	Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents	Review complete: April 2021	No	Proposal to recruit Energy Efficiency Officer from October 2021 (Cabinet report) with 2-year costs met from Delivery Plan Reserve, to promote and administer Energy Efficiency grants	Recruitment of Energy Efficiency Officer from October 2021 This to be a new priority objective moving forward.
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 	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</p>	Cabinet briefing delivered 4 th October 2021 and wider Member workshop to be delivered October / November 2021 to close this action down

	<ul style="list-style-type: none"> 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>			<p>housing development against local builders and RSLs.</p> <p>Propose exploring benefits of holding our growing portfolio of Temporary Accommodation in a company structure subject to ongoing review and appraisal.</p> <p>In order to “close down” this Corporate Plan objective the Housing Strategy and Delivery Manager has proposed staging a member workshop to promote understanding of the changed policy environment relating to the Council having a Housing Development Company</p>	
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Objective 4: Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan

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"> 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) 	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 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</p> <p>So strong strategy position, but changing context in terms of implementation</p>	<p>Strategy delivered on time</p> <p>Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO “shell” property and accessed £35,000 grant from Government to create unit of single-persons rough sleeper accommodation at Lushers Passage,</p>
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					<p>Sheringham (for completion by March 2022)</p> <p>Implementation operating in different context due to COVID 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	<p>Grants offered to Homes to Wells and Stable Door for purchase of affordable housing units</p> <p>We have piloted a loan for Homes for Wells and the precedent around operating such support is now established, such that action is considered complete, with further loan proposals to Registered Providers and community-led housing groups now considered to be "Business as Usual" activities.</p>	<p>Loan facilities for community housing led schemes now in place</p> <p>This to be a new priority objective moving forward.</p>
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	This proposal is detailed within the recently approved Housing Strategy and a paper on the Council operating as mortgage lender is being developed.	<p>March 2022</p> <p>This to be a new priority objective moving forward</p>
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>Have worked through the Norfolk One Public Estate programme and more recently MedCentres / Housing21 on similar 62-unit proposal at Stalham – planning application submitted July 2021 and now subject to formal appraisal</p> <p>Have been involved in discussions for other Housing with Extra Care schemes at North Walsham and Wells, which might come forward as proposals in the future</p>	<p>66-unit scheme delivered at Fakenham – opened May 2021</p> <p>Planning application submitted for 62-unit scheme at Stalham</p> <p>Other schemes under discussion</p> <p>This to be a priority objective moving forward</p>
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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>Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2021 and on track for Reg 19 consultation this winter</p> <p>Programme on track according to published Local Development Framework Project Plan</p>	<p>On track –</p> <p>Reg 19 consultation Winter 2021;</p> <p>Submission for Examination Summer 2022</p> <p>Inspectors Report - Winter 2022</p>
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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	Autumn 2020	No	This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over £126 million of	March 2022
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	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.			COVID Business Support and Grants programmes	This to be a priority objective moving forward
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 to be developed over period October 2021 – March 2022</p> <p>Council purchased three new commercial units for lease to businesses at Hornbeam Road, North Walsham in April 2021; first lease approved by Cabinet July 2021</p>	March 2022
Objective 4: Analysis local business needs					
4.1	<p>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.</p> <p>October 2020 - Post COVID support for tourism businesses</p>	<p>April 2020 onwards</p> <p>Delivery of Tourism Sector Support Grant Scheme, COVID Discretionary</p>	<p>No</p> <p>Yes</p>	<p>Business survey and regular contact with businesses but in response to COVID rather than in the context originally proposed</p> <p>Good achievement of distribution of Tourism Sector Support Grant Scheme, COVID Discretionary Additional Restrictions Grants – the latter of which we distributed to secure an additional £760,000 of grant funding from Government</p>	<p>Ongoing</p> <p>Yes</p>

		Additional Restrictions Grants and promotion of North Norfolk to staycation markets		Winner of the Public Finance Digital Finance Project of the Year 2021 in recognition of the Council's systems and processes in paying out over £126million of Government COVID grants in over 30,000 payments to local businesses since April 2020	September 2021
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>As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward</p> <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>	Ongoing conversation with businesses with new programme of support to be agreed by end March 2022
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>As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward</p> <p>Throughout the pandemic the District Council has been positively recognised for the approach it has</p>	Ongoing conversation with businesses with new programme of support to be agreed by end March 2022

				adopted and spend of distributing Government COVID support grants to our local businesses	
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>Registered the Council as a KickStart broker for local businesses in response to COVID</p> <p>110 KickStart vacancies approved by the DWP in North Norfolk since March 2021, with 25 starts, 4 completions and 3 young people securing permanent jobs through the programme to date; 37 vacancies still line and unfilled. 2 KickStart positions offered by the Council to date.</p> <p>In addition (separate to the KickStart proposals above) the Council has identified a budget of £200,000 to support apprenticeship appointments by the authority and a recent Apprenticeship "Dragons Den" pitch workshop has seen five apprenticeship proposals approved, recruitment into these roles is now moving forward</p>	<p>From April 2021</p> <p>From September 2021</p>
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	Not set	No	Deferred due to COVID at a Norfolk partnership level, but in recent weeks conversations around this countywide project have restarted	To be resurrected at Norfolk level in 2022

	partner organisations and significant local employers.				
6.3	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan	Not set	No	<p>The Council has recently staged an Apprentice Pitch workshop and chose to allocate funding for five new apprentice opportunities in the Council to be advertised in the next few weeks.</p> <p>Longer term workforce planning is being developed and a Countywide project to promote careers in local government is also proposed.</p>	In progress but will be ongoing

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>Proposals for North Walsham town centre / Market Place enhancement programme consulted upon in Spring 2021 with detailed proposals now subject to further consultation in Sept / Oct 2021</p> <p>Strong relationship with local town centre business communities across the District built including through COVID Support Officer Team</p>	On track
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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>Now need to capture gains of channel shift seen through pandemic</p>	Ongoing – continuous monitoring and review
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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-service options for customers to obtain Council services</p>	<p>Strategy Delivery; May 2020</p> <p>Implementation commencement; May 2020</p>	<p>Yes</p> <p>Yes</p>	<p>This delivery of this objective was delayed due to COVID with the Customer Services Team supporting vulnerable Shielding and Self-isolating residents, dealing with business COVID enquiries and contacting residents on behalf of CCG (health) partners to promote COVID vaccination programme</p> <p>New Customer Service Strategy presented to Cabinet 4th October 2021 and will be followed by customer service training and a new Improvement Plan.</p>	<p>Strategy adopted by Cabinet 4th October 2021</p> <p>Implementation to follow – ongoing</p>
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 October 2021</p>	<p>New systems and processes to be implemented and then monitored</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	In process of development to inform delivery of Customer Service training programme for all customer-facing staff during 2022	<p>Throughout 2022</p> <p>This to be a new priority objective moving forward</p>
1.5	<p>Monitor the implementation of the Charter and evaluate and review it in the light of the findings. Routine monitoring procedures will be</p>	Sep 2020 onwards	No	Monitoring of new Customer Service standards from October 2021	Ongoing

	established across all teams (including staff and councillors), at an operational and strategic level.				
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	Work in progress with proposal being developed to publish twice yearly residents magazine with costs to be financed from the Delivery Plan Reserve subject to a further detailed report to Cabinet	To be agreed with new magazine proposed to be delivered in Qtr 1 and Qtr 3 2022
3.1	Benchmark service delivery against the LGA key themes and learn from best practice elsewhere.	Benchmarking; May 2020	No	To develop suite of indicators / measures for assessment against similar and comparable authorities (rural, coastal districts) through the LG Inform Tool and monitor our performance / improvement accordingly	December 2021
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 	May 2020	No	Development of Engagement Strategy - delayed due to COVID; now being progressed	March 2022

	<ul style="list-style-type: none"> inform council decision-making in areas that impact on our residents lives <p>Cabinet October 2020 – Development of new Communications Strategy</p>		Yes	Communications Strategy adopted January 2021	Strategy adopted, now being implemented
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	Town and Parish Forum meeting held in May 2021; next Forum meeting scheduled for 29 November 2021	During 2022 deliver four Forum meetings
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"> better understand the views of younger people in the community reflect opinions identify actions inform policy development 	December 2019	No	Despite the impact of COVID proposals are being developed to progress this objective during 2022	<p>Establish Youth Forum by end March 2022</p> <p>This to be a new priority objective moving forward</p>
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 to be staged in November 2021</p>	<p>Forum established</p> <p>Greenbuild online to be held in November 2021</p>
4.5	Implement Online consultation feedback portals for key corporate projects/workstreams	December 2019	No	To be piloted for consultation on 2022/23 budget options in December 2021 / January 2022	End January 2022

Climate, Coast & Environment

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

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	From March 2020 to Sept 2020	Yes	<p>Environment Forum established in April 2021</p> <p>Greenbuild online to be staged in November 2021</p>	Forum established
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	impacts of climate change. Environment panels will be set up in order to: a. garner ownership b. reflect opinions c. identify actions d. inform policy development				Greenbuild online to be held in November 2021
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	Delivery of Climate Change animation in August 2021 Weekly Green message on social media channels Proposals for Virtual Greenbuild programme in November 2021	From August 2021 From August 2021 Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
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: 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	Delivery of Climate Change animation in August 2021 Weekly Green message on social media channels Proposals for Virtual Greenbuild programme in November 2021	From August 2021 From August 2021 Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
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	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	Winter 2022	Yes	Regular meetings of the Planning Policy and Built Heritage Working	On track –

	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.			Party staged throughout 2021 and on track for Reg 19 consultation this winter Programme on track according to published Local Development Framework Project Plan	Reg 19 consultation Winter 2021; Submission for Examination Summer 2022 Inspectors Report - 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	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; Chairman's Charity support for Norfolk Wildlife Trust in 2019 – 2021	Ongoing
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	Initial Carbon Reduction Baseline Audit conducted by the Carbon Trust completed in January 2020, but not progressed into Action Plan due to capacity issues due to COVID Net-Zero East commissioned in June 2021 to prepare Carbon Reduction Strategy Action Plan	Completed January 2020 Detailed audit complete by December 2021; with Strategy to be agreed by end March 2022
3.2	Ensure that the carbon impact of all activities are evidenced in all relevant decisions by	June 2020	No	Achievement of this objective has been delayed due to COVID, will be taken forward after completion of	From April 2022

	establishing new processes/procedures for decision making and report writing.			Carbon Reduction Strategy Action Plan above	This to be a new priority objective moving forward
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	Achievement of this objective has been delayed due to COVID, will be taken forward after completion of Carbon Reduction Strategy Action Plan above	From April 2022
3.4	Work with partners to establish and support 'green energy' initiatives (for environmental and/or investment purposes).	Autumn 2020 onwards	No	Will be taken forward after completion of Carbon Reduction Strategy Action Plan above	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 SMP Co-ordinator post advertised	Ongoing
4.3	Engage local coastal communities in the development of appropriate adaptive responses to coastal change and resilience.	Autumn 2020	No	Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation 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)	Ongoing	No	Progression of CLIFF policy framework with key insurance	Ongoing

	b. policy c. funding			bodies for coastal adaptation programmes Progression with leading the LGA Coastal SIG Adaptation Working Group including contributions from the devolved governments in Scotland and Wales	
4.5	Continue to implement local actions to manage the coast, including: adaptation, maintenance of defences and innovative coastal management schemes (such as sandscaping).	Ongoing	No	Development and implementation of Wind-blown Sand mitigation proposals at Bacton and Walcott Ongoing maintenance of groynes and beacons	On track from October 2021
4.6	Share best practice and seek to influence national policy.	Ongoing	No	Bid for current Innovate Resilience Fund through the Environment Agency made – Norfolk and Suffolk Coastal Transition Programme The FCERM7 request for funding for the Outline Business Case has been approved with the detailed OBC submission to be made by April 2022 Delivery of first joint Norfolk and Suffolk Coastal Conference (in virtual format)	In progress with submission in April 2022
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	Ongoing
5.2	Formulate ideas, look at best practice, undertake options appraisal/ cost- benefit analysis, implementation methods and identify	From spring 2020	Yes	Tree planting strategy developed	Ongoing

	key partners, with alternative options and contingencies in order that target is met.				
5.3	Engage communities at proposed planting sites to identify the optimal approach and garner support.	From autumn 2020	Yes	Project Officer engages with community representatives at initial site visits, discussing potential options and best approaches. A draft planting plan is then developed and discussed with the community representatives, feedback collated and a final planting plan produced	Ongoing
5.4	Implement, together with partner organisations, community groups and other interested parties.	From Dec 2019	Yes	As of the beginning of October 2021, 21 projects have been completed with 20,316 tree and hedge whips planted across the District. There are another 56 projects with different groups in various stages of planning. Over 71,000 tree and hedge plants have been allocated to 28 of these projects, with the aim of planting 40,000 of these in the 21/22 planting season	Ongoing
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	EVCPs at NNDC Cromer offices operational from April 2020; units at Cromer, Fakenham, Holt, Sheringham and Wells operational from September 2020; delays in installing units in North Walsham due to servicing issues by UKPN but now under delivery at Bank Loke Car Park with anticipated operation commencing 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 but levels of use need to be seen in the context of the COVID pandemic	Ongoing

				and may not reflect the pattern of use / growth in use anticipated when the original business cases were prepared. However, strengthened Government policy and targets in promoting use of electric cars means the Council's investment in these facilities thereby promoting increased use of electric vehicles is seen as a positive action by the authority in promoting behaviour change and increased confidence in use of electric vehicles	
6.3	Include policies on EV and the associated infrastructure in the emerging Local Plan and in appropriate asset management plans.	Summer 2022	No	Local Plan on track according to published Local Development Framework Project Plan Develop asset management approach to monitoring use / expansion of EVCPs provided on Council owned sites	On track - Reg 19 consultation Winter 2021; Submission for Examination Summer 2022 Inspectors Report - Winter 2022 From January 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	No	Delivery of this objective has been reviewed in the context of large numbers of the Council's staff working from home during the pandemic. As more staff return to the office this objective will be revisited.	Report by December 2021
6.5	Communicate information about the advantages of using electric vehicles, the Council's role in promoting it and the	Sept 2020 (Green Build event)	No	The Council's aspirations under this objective have been limited and constrained by the COVID	March 2023

	opportunities for individuals and fleets to transition from fossil fuels.			<p>pandemic in having to cancel the 2020 Greenbuild event and in us experiencing some very real and significant practical issues in implementing our programme of providing Electric Vehicle Charging Points in some of our public car parks and at Council-owned buildings due to the limitations of the local electricity distribution network.</p> <p>The Council has developed its understanding of these constraints 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.</p> <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>	
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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))	Autumn 2020	No	Project started, but some delays. Provisions relating to this objective have been included within the procurement of the waste contract or the solution offered by the contractor, including community	Ongoing

	<p>b. educating consumers about the consequences of their actions/ behaviours</p> <p>c. becoming an exemplar in waste reduction and using recycled materials.</p>			<p>engagement grants reuse on bulky waste collections and the potential for an upcycling scheme.</p> <p>The deployment of these elements of the contract have experienced some delays whilst the contractor has concentrated on delivering core services during the pandemic however officers are working closely with the contractor to implement these elements when it is appropriate to do so.</p> <p>Expansion of the community fridge scheme continues to see food waste being diverted from landfill.</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy.</p>	
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	The COVID-19 pandemic has significantly altered waste composition and collection patterns as large numbers of people have spent more time at home and received home deliveries. We are planning an updated waste composition analysis within North Norfolk to plan for a future targeted communication and intervention strategy.	<p>March 2022</p> <p>This to be a new priority objective moving forward</p>
7.4	Establish data collection systems to understand all forms of consumption, recycling and re-use,	Summer 2020	No	The COVID-19 pandemic has significantly altered waste	March 2022

	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.			composition and collection patterns as large numbers of people have spent more time at home and received home deliveries. We are planning an updated waste composition analysis within North Norfolk to plan for a future targeted communication and intervention strategy.	
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	Ongoing
7.6	Investigate how the new waste contract can be operated with a reduced carbon footprint and implement feasible options.	Spring 2021	No	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	<p>Establish a baseline against which to review and control fees and charges to support the full cost recovery of services</p> <p>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)</p>	December 2020	No	Approach to be developed as part of Zero-based Budgeting Review and consultation on 2022/23 budget and then to feed into Budget and Medium-Term Financial Strategy	<p>February 2022</p> <p>This to be a new priority objective moving forward</p>
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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	Delivery of this objective delayed due to COVID – management overview prepared for May 2021 requires further discussion / prioritisation	End January 2022
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	Being progressed currently (Sept/Oct 2021) to inform 2022/23 budget process	On track for 2022/23 budget
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	Delivery of this objective delayed due to COVID – linked to Zero based budgeting above	Now in progress
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 opportunities whilst meeting the corporate plan objectives	June 2020	Yes	Despite the COVID pandemic work on this objective has continued and a report is now to be brought forward to January 2022 Cabinet meeting as part of 2022/23 budget proposals	December 2022
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	No	To be progressed over period October 2021 – March 2022	To be implemented from Spring 2022 This to be a new priority objective moving forward

2.3	Explore the opportunities to generate income from advertising and sponsorship	April 2020	No	Strategy agreed but not implemented due to COVID; will now be reviewed in context of new Financial Sustainability Strategy	March 2022
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 or Property 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> <p>Propose exploring benefits of holding our growing portfolio of Temporary Accommodation in a company structure subject to ongoing review and appraisal.</p> <p>The Council can take forward investment in commercial property in the District under economic development / regeneration powers; without having a company structure.</p> <p>In order to “close down” this Corporate Plan objective the Housing Strategy and Delivery Manager has proposed staging a member workshop to promote understanding of the changed policy environment relating to the</p>	Cabinet briefing delivered 4 th October 2021 and wider Member workshop to be delivered October / November 2021 to close this action down

				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	<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>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 has been included within the bid the Council made for UK Community Renewal Funds with good partnership working established with the Norfolk and Waveney Clinical Commissioning Group and their emerging Asset and Estates Strategy.</p>	Complete
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>	Ongoing

				<p>Options appraisal / feasibility report on crematorium investment received August 2020, not progressed due to marginal viability</p> <p>The Asset Management Plan is currently in the process of final officer sign off and is to be adopted in Qtr 1 2022.</p> <p>The Cedars, North Walsham – Cabinet agreed to invest in refurbishment and advertise for commercial let in July 2021, with works now commenced.</p> <p>Cabinet agreed disposal of Fair Meadow House, Itteringham in June 2021 and works are being carried out to separate utility metering between the community shop and residential property before sale of house completes</p> <p>Disposal of property at Bridewell Street, Walsingham approved by Cabinet in May 2021</p> <p>Proposed advertising of Parklands site, Pudding Norton agreed by Cabinet March 2020, but decision taken not to commence advertising due to pandemic. Advertising commenced September 2021.</p> <p>Former Melbourne Slope toilets, Cromer – Cabinet report to lease July 2021</p>	
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				<p>Purchase of Hornbeam Road commercial units completed December 2020 and first letting approved by Cabinet July 2021, marketing of other two units ongoing</p> <p>Marketing of opportunity at North Lodge Park and Cromer Art Deco building ongoing</p> <p>Beach huts and chalet pricing review – marketing strategy agreed and additional sites to be available from spring 2022.</p> <p>New Procurement Strategy adopted by Cabinet at its October 2021 meeting</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	Delivery of this objective has been delayed due to COVID, now under review based on use of EVCPs installed in 2020 notwithstanding impact of COVID on visitor numbers / use	Ongoing This to be a new priority objective moving forward
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	No	Achievement of this objective has been delayed due to COVID, and will now be taken forward after completion of Carbon Reduction Strategy Action Plan. An initial business case has been developed for the provision of a solar car port at the new Sheringham Leisure Centre site which is to be presented to Cabinet shortly	From April 2022
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	<p>Delivery of this objective in the way originally intended (through extensive community engagement) has been significantly compromised due to COVID when it hasn't been possible to undertake face-to-face surveys and many aspects of "normal" life has been suspended through lockdowns, phased lifting of social distancing restrictions etc.</p> <p>Priority will now be given to developing a Quality of Life Strategy based on known local data sets and indicators, with engagement mechanisms developed in the medium-term such that work on preparing a Strategy isn't delayed further</p>	Under review – to follow achievement of Objective 2.1 below
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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 	Adopt November 2020	No	<p>Delivery of this objective in the way originally intended (through extensive community engagement) has been significantly compromised due to COVID when it hasn't been possible to undertake face-to-face surveys and many aspects of "normal" life has been suspended through lockdowns, phased lifting of social distancing restrictions etc.</p> <p>Priority will now be given to developing a Quality of Life Strategy based on known local data sets and indicators, with</p>	<p>Strategy to be agreed end January 2022</p> <p>This to be a new priority objective moving forward</p>
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	<ul style="list-style-type: none"> engagement in local community activities isolation innovative ways of treating health conditions, e.g. social prescribing access for all to services and facilities. 			engagement mechanisms developed in the medium-term such that work on preparing a Strategy isn't delayed further	
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>Notwithstanding the challenges of the COVID pandemic – particularly in limiting participation in many voluntary and community organisations, the strength of community organisations and social networks across North Norfolk has underpinned much of the District's response to the COVID situation.</p> <p>Early in the pandemic many local neighbourhood support groups were established or developed out of town and parish councils and similar bodies to work alongside the District Council in co-ordinating support to vulnerable members of the community who were shielding or self-isolating in accordance with Government guidance.</p> <p>Despite the COVID pandemic, the District Council has continued to support local community organisations deliver quality of life outcomes through key community and voluntary sector activity through the North Norfolk Sustainable Communities Fund, Community Transport Grants and Arts Grants mechanisms</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 • supporting cultural events 	Delivery Plan adopted by April 2020	<p>Yes</p> <p>Strong community engagement programme with the public and town centre businesses through HAZ Project Officer and appointed consultants</p> <p>Cultural programme developed alongside historic interpretation to inform environmental enhancement programme</p>	<p>Proposals for North Walsham town centre / Market Place enhancement programme consulted upon in Spring 2021 with detailed proposals now subject to final consultation with programme of town centre traffic management and environmental enhancement works to be carried out in period January 2022 – March 2023</p> <p>Programme of cultural events being prepared for delivery from 2022</p>	On track
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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) 	March 2020 Monitor and review ongoing	No	<p>Successful delivery of beach wheelchairs at Cromer and Sheringham during summer 2021 with huge volume of positive social media coverage achieved; with proposals now being developed to extend provision to Mundesley and Sea Palling in 2022.</p> <p>Submission in September 2021 of bid to Government for funds for the provision of Changing Places toilet facilities in support of Council's previous statement of intent to provide at least one such facility in each of the District's</p>	Ongoing investment in proposals and facilities which improve inclusion and accessibility of North Norfolk
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				principal settlements; with contracts let for new public toilets including Changing Place facilities at Queens Road, Fakenham and Stearmans Yard, Wells-next-the-Sea for delivery by March 2022	
Objective 5: Delivery of new leisure centre at Sheringham					
5.1	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: <ul style="list-style-type: none"> encourage people to lead and maintain active and healthy lifestyles 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) 	May 2021 re-opening	Yes	Some delays experienced in project timescales due to COVID lockdown and material supply issues. Regular reporting of project status to Cabinet and Overview and Scrutiny Committee	Anticipated centre completion and opening October 2021
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	Programme of refurbishment has continued despite COVID with minimal delays / slippage Ongoing discussions with operator of the Pier to understand impact of COVID on audiences, projected income / turnover and to agree a joint Recovery Plan as necessary	Investment programme in pier continuing as programmed Recovery Plan for pier operations to be agreed based on 2020 and 2021 audience / visitor numbers
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	Changing Place facilities provided in Cromer and Sheringham (The Reef) and planned for delivery with	End January 2022

				<p>contracts let for completion in Fakenham and Wells by end March 2022.</p> <p>Bid submitted to Government Changing Places programme in September 2021 with other proposals “developed” but not yet funded in North Walsham, Sheringham and Stalham subject to budget approval in February 2022</p>	
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 at Holt Country Park – new play area</p> <p>Introduction of beach wheelchairs at Cromer and Sheringham – very successful with plans now being developed to provide in Mundesley and Sea Palling as well as Cromer and Sheringham in 2022</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</p>	17 May 2020	No	2020 and 2021 proposed dates cancelled / postponed due to COVID, now to be staged in 2022	Re-scheduled to 2022

	achieving these objectives and explore options for future events.				
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>Development of revised proposal to provide a 3G multi-use pitch at North Walsham Football Club site</p> <p>Submission of bids to the Community Renewal Fund programme announced by the Government in March 2021 for proposals at Fakenham and North Walsham – awaiting decision of Government before being in a position to proceed</p> <p>Submission of bid to Government Changing Places programme in September 2021</p>	Ongoing
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>Notwithstanding the challenges of the COVID pandemic – particularly in limiting participation in many voluntary and community organisations, the strength of community organisations and social networks across North Norfolk has underpinned much of the District’s response to the COVID situation.</p> <p>Early in the pandemic many local neighbourhood support groups were established or developed out of town and parish councils and similar bodies to work alongside the District Council in co-ordinating support to vulnerable members of the community who were shielding</p>	Ongoing and will be stepped up further as life returns to something more normal / pre-COVID

				<p>or self-isolating in accordance with Government guidance.</p> <p>Despite the COVID pandemic, the District Council has continued to support local community organisations deliver quality of life outcomes through key community and voluntary sector activity through the North Norfolk Sustainable Communities Fund, Community Transport Grants and Arts Grants mechanisms</p>	
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