



annual action plan 2014/15
small government
big society

Contents

Introduction	3
Jobs and the local economy	4
Housing and Infrastructure	6
Coast, countryside and built heritage	7
Localism	8
Delivering the vision	9
Performance Indicators and Measures including targets	10



If you would like to receive this document in large print, Braille, alternative format or in a different language, please telephone 01263 516214 and we will do our best to help.

Introduction

North Norfolk District Council's Corporate Plan 2012-15: small government, big society, sets out the council's priorities until 2015. It guides business decisions to ensure that the council is well-run and able to meet its objectives. And in line with the Coalition Government's localism agenda, NNDC is putting the interests of local communities at the heart of everything it does – local decisions and local actions for the benefit of local communities.

The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2012-2015, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- jobs and the local economy
- housing and infrastructure
- coast, countryside and built heritage
- localism, and
- the proposed means of delivering the vision.

These priorities were drawn up following two years of consultation and discussions with members of the local community and reflect the concerns and ambitions raised over that period. Success in meeting these aims will involve making some difficult choices. We must ensure that our spending is focussed on the things that really matter to local people and businesses. The Corporate Plan 2012-15 is available for online viewing.

This document is the third Annual Action Plan, giving detail of how the priorities in the Corporate Plan will be realised over the forthcoming 12 months from 1 April 2014 to 31 March 2015. It builds on, and adds to, the work done in the first and second Annual Action Plans. The plan is designed to deliver change that will meet the needs and aspirations of all the people of north Norfolk including particular issues facing young people and older persons. It takes account of the work that needs to be done as a result of the storm surge in December 2013.

A key element of the plan will be the start of the implementation of the Business Transformation Programme which includes the Customer Management Strategy 2014-2017 and the IT Strategy 2014-2017.

Regular dialogue continues to take place with Parish and Town Councils and other local bodies so as to ensure that local communities are involved and engaged with District Council actions and some of the results of that dialogue are included in this plan.

March 2014

What we want to achieve A district with a thriving economy offering better jobs and prospects for local people

What we are going to do and how we will achieve it

A

Increase the number of new businesses and support the growth and expansion of existing businesses

- 1 We will work with partners to develop and deliver the business support scheme Enterprise North Norfolk
- 2 Working in partnership we will increase investment opportunities in the district through the promotion and development of allocated employment sites
- 3 We will conclude the designation of a Local Development Order at Egmere and develop job and supply chain opportunities associated with the off shore wind sector
- 4 We will support the North Norfolk Fisheries Local Action Group (FLAG) and review the delivery of projects from the £2.4 million funding secured for the fishing sector
- 5 We will develop our corporate position in respect of emerging renewable energy technologies through preparation of an Energy Strategy
- 6 We will seek to influence and promote job-creating investment at the former Coltishall airbase
- 7 We will formulate a Growth Plan for North Norfolk District Council, linked to the Local Enterprise Partnership (LEP) Strategic Economic Plan and the Norfolk Growth Prospectus and identify potential future key projects
- 8 We will formulate a Business Engagement Strategy via a new Memorandum of Understanding with North Norfolk Business Forum and through business events such as a Business and Skills Symposium
- 9 We will review the Discretionary Rate Relief Policy to reflect changes to support businesses as outlined in the Autumn Statements

B

Improve the job prospects of our residents by developing a skilled and adaptable workforce that is matched to business growth and development

- 1 Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration
- 2 We will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur
- 3 The L4E team will engage with existing and new employers in the district to understand their future workforce requirements and co-ordinate provision of relevant training courses to secure employment within the district

C

Improve access to funding for businesses

- 1 Working with the North Norfolk Business Forum, other representative local groups, regional partners and financial services companies we will seek to ensure that small and medium sized enterprises have improved access to investment finance to support business growth and development across the district

D

Reduce burdens to business by removing unnecessary red tape and bureaucracy at the local level

- 1 We will work with partners to roll out BDUK's £60m Norfolk Broadband Initiative across North Norfolk
- 2 We will ensure our approach to enforcement supports local businesses
- 3 We will streamline the planning process to improve our performance
- 4 We will advertise and promote all public sector procurement opportunities to small and medium sized businesses (SMEs) across the district

E

Promote a positive image of north Norfolk as a premier visitor destination

- 1 We will support and facilitate the newly established private sector led Destination Management Organisation (DMO) for the north Norfolk coast and countryside to maintain the profile of the district as a leading tourist destination within the UK, boosting levels of employment and income for the district

What we want to achieve Everyone in north Norfolk should have the opportunity to buy or rent a decent home at a price they can afford, in a community where they want to live and work

What we are going to do and how we will achieve it

A

Increase the number of new homes built within the district and reduce the number of empty properties

- 1 We will bring forward detailed proposals on allocated sites by better engagement with developers
- 2 We will produce a development brief for the allocated site in Fakenham (F01)
- 3 We will seek to increase the number of new homes built of all tenures
- 4 We will encourage the development of neighbourhood plans by supporting towns and parishes when they indicate a desire to go down that route
- 5 We will support owners to bring empty homes back into use and provide opportunities to do so through the application of our statutory powers
- 6 We will review the homelessness strategy
- 7 We will consider our approach and establish a timeline for a review of the local plan

B

Increase the number of affordable homes within a range of tenure types

- 1 We will seek to increase the number of affordable homes provided across the district through a range of delivery mechanisms and including the local investment strategy loan to registered providers

C

Secure investment in new infrastructure

- 1 We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district (known as section 106 agreements)

What we want to achieve A district where the beautiful natural environment and built heritage is valued and protected for future generations and where the coastline is defended against erosion wherever practicable

What we are going to do and how we will achieve it

A

Maintain the integrity of special landscape designations and balance the development of housing and economic activity with the need to preserve the character and quality of the district's countryside and built heritage

- 1 We will assess and implement requirements for new Green Flag awards and work to retain the existing awards
- 2 We will work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast awards elsewhere
- 3 We will manage the waste services contract through the effective use of rectifications and defaults to achieve an excellent level of service
- 4 We will ensure that all reported fly-tipping will be responded to within 2 working days
- 5 We will review our supplementary planning guidance for landscaping requirements on large development sites and the application of the guidance

B

Recognise the district's built environment as a heritage asset when promoting north Norfolk

- 1 Through the work of the Council's Enforcement Board we will take appropriate action where listed buildings and buildings within conservation areas are considered to be at risk

C

Design a more cohesive framework for coastline management

- 1 We will investigate Coastal Management Partnership options with neighbouring Maritime Authorities
- 2 We will work with coastal communities to identify coastal management schemes and sources of funding
- 3 We will continue to assess the storm surge of December 2013 and prepare and implement plans to repair sea defences and replace coastal assets

D

Continue to defend coastal settlements against erosion wherever practicable

- 1 We will oversee the implementation of the £8.6m Cromer Defence Scheme

What we want to achieve To embrace the Government's localism agenda to empower individuals and communities to take more responsibility for their own futures and to build a stronger civil society

What we are going to do and how we will achieve it

A

Recognise the important role that Town and Parish Councils have as the democratic embodiment of their communities

- 1 We will respond positively to a Community Right to Challenge to take over the running of services within their area/communities if they can be run more efficiently (to our Service Level Agreement) and we will establish a regular dialogue and work with town and parish councils. We will hold workshops for training and development, in particular to encourage wide community participation in the democratic process

B

Encourage communities to develop their own vision for their future and help them to deliver it

- 1 We will support and encourage Community Dog Warden Schemes in those parishes where there is a local demand
- 2 We will implement a Community Resilience Planning programme to increase uptake among local communities so that communities are able to help and support each other in the face of a common crisis

C

Encourage the growth of The Big Society within communities

- 1 We will continue to administer our Big Society Fund, to invest in local communities, strengthen civil society, and provide support for local priorities

What we want to achieve We will make the Council more efficient so that we can deliver our priorities and offer value for money for local taxpayers

What we are going to do and how we will achieve it

A

Ensure our governance arrangements are robust and fit for purpose

- 1 The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council and produce a revised annual audit plan for 2013/14 onwards
- 2 We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High
- 3 We will review and update the revised performance management framework to include managing the Business Transformation Programme
- 4 We will review the Scheme of Delegation to fit with a new structure within the Planning Service

B

Ensure that effective communications exist

- 1 We will work to develop our approach to digital and social media and work to improve our dissemination of information to our local residents
- 2 We will re-launch the Planning Agents Forum
- 3 We will undertake a programme of Member Development
- 4 We will implement a replacement telephony system and customer management system

C

Delivering strong and proportionate organisational management in the Council

- 1 We will implement a new structure for the Planning Service

D

Prioritise services and functions in line with the wishes of our communities and to deliver our corporate objectives

- 1 We will prioritise services and redirect resources in line with those priorities by completing fundamental reviews of services that residents have identified as the least important
- 2 We will review the objectives in the Corporate Plan to ensure it takes account of emerging issues and opportunities

E

Deliver year-on-year improvements in efficiency

- 1 We will implement a cost saving Revenues and Benefits project
- 2 We will devise and implement budgets to deliver a freeze in the District Council's part of the Council Tax charge
- 3 We will review the reward structures to encourage staff, for finding innovative new ways to deliver higher quality services more efficiently
- 4 We will implement the Business Transformation Programme to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers

Performance Indicators and Measures including targets

Jobs and the Local Economy

Indicators and Measures

Target 2014/15

J 015 - Number of member businesses of the Destination Management Organisation (DMO) for the north Norfolk coast and countryside (quarterly)	165
--	-----

Housing and Infrastructure

Indicators and Measures

Target 2014/15

H 002 - Number of long term empty homes (6 months or more) (quarterly)	Monitor
H 003 - Number of development briefs produced on allocated sites (quarterly cumulative)	1 (Land north of Rudham Stile Lane, Fakenham (F01))
H 007 - Number of affordable homes built (quarterly cumulative)	Carry out trend analysis

Coast Countryside and Built Heritage

Indicators and Measures

Target 2014/15

C 002 - Percentage of planning appeals allowed (quarterly)	Review and report
C 003 - Percentage of MAJOR planning applications processed within thirteen weeks (monthly cumulative)	80%
C 004 - Percentage of MINOR planning applications processed within eight weeks (monthly cumulative)	70%
C 005 - Percentage of OTHER planning applications processed within eight weeks (monthly cumulative)	70%
DM 005 - Percentage of MAJOR planning applications processed within thirteen weeks over the last 24 months (monthly cumulative)	Target threshold set by Government at 30%.
DM 006 - Percentage of MAJOR planning applications refused and then overturned on appeal over the last 24 months (monthly cumulative)	Target threshold set by Government at 30%. Low is good.
C 007 - Target response time to fly tipping and all other pollution complaints (within 2 working days) (quarterly)	Target still under discussion pending changes to the cleansing contract as part of resource realisations.
C 008 - Number of pollution enforcement interventions (quarterly cumulative)	Review and report
C 009 - Number of fixed penalty notices issued for environmental offences (quarterly cumulative)	Carry out trend analysis
C 010 - Number of defaults issued to the waste and related services contractor for cleanliness (monthly cumulative)	Review and report
ES 015 - Number of rectifications issued to the waste and related services contractor for cleanliness (monthly cumulative)	No target. Report to Head of Service and Management Team

Localism

Indicators and Measures

Target 2014/15

L 005 - Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative)	Review and report
--	-------------------

L 006 - Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative)	Review and report
---	-------------------

Delivering the vision

Indicators and Measures

Target 2014/15

V 001 - Percentage of (Medium Priority) audit recommendations completed on time (quarterly cumulative)	80%
--	-----

V 002 - Percentage of (High Priority) audit recommendations completed on time (quarterly cumulative)	100.0%
--	--------

V 004 - Percentage of audit days delivered (quarterly cumulative)	100.0%
---	--------

V 007 - Working Days Lost Due to Sickness Absence (Whole Authority days per Full Time Equivalent members of staff) (quarterly cumulative)	6 days per full time equivalent (FTE) employee
---	--

V 008 - Level of overspend/ (underspend) (£) total (quarterly cumulative)	Review and report through the budget monitoring process
---	---

RB 009 – Percentage of Council Tax Collected (monthly cumulative)	98.5%
---	-------

RB 010 – Percentage of Non-domestic Rates collected (monthly cumulative)	99.2%
--	-------

RB 027 - Average time for processing new claims (Housing and Council Tax Benefit) (monthly cumulative)	18 days
--	---------

RB 028 - Speed of processing: change in circumstances for Housing and Council Tax Benefit claims (average calendar days) (monthly cumulative)	8 days
---	--------



action plan 2012/13
small government
big society