

Managing Performance

Quarter 1 2016/17

Version 0.4

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Introduction

The quarterly performance report for Cabinet shows progress against the Corporate Plan 2015-2019 Priorities, together with any other relevant performance achievements and issues.

Each priority has a strategic assessment of progress achieved during the quarter in delivering the Annual Action Plan 2016/17 and achieving targets.

Performance information for each priority is broken into three sections:

- Summary, including assessment of overall performance within each priority
- Appendix 1 - Performance Indicators – progress reporting
- Appendix 2 - Progress in delivering each activity in the Annual Action Plan 2016/17

The purpose of the report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future where it is needed.



Signifies an action or target achieved that has an outcome that meets our equalities objectives.

Overview

1. The majority of the 62 activities in the Annual Action Plan 2016/17 are on track (54), two activities have already been completed successfully and two are not started. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (four). See Chart 1 below.
2. Of the 25 performance indicators where a target has been set fourteen are on or above target and eleven below target. Where assessment against the same period last year is possible (40 indicators), 20 are improving, five are static and fifteen are worsening.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Activities

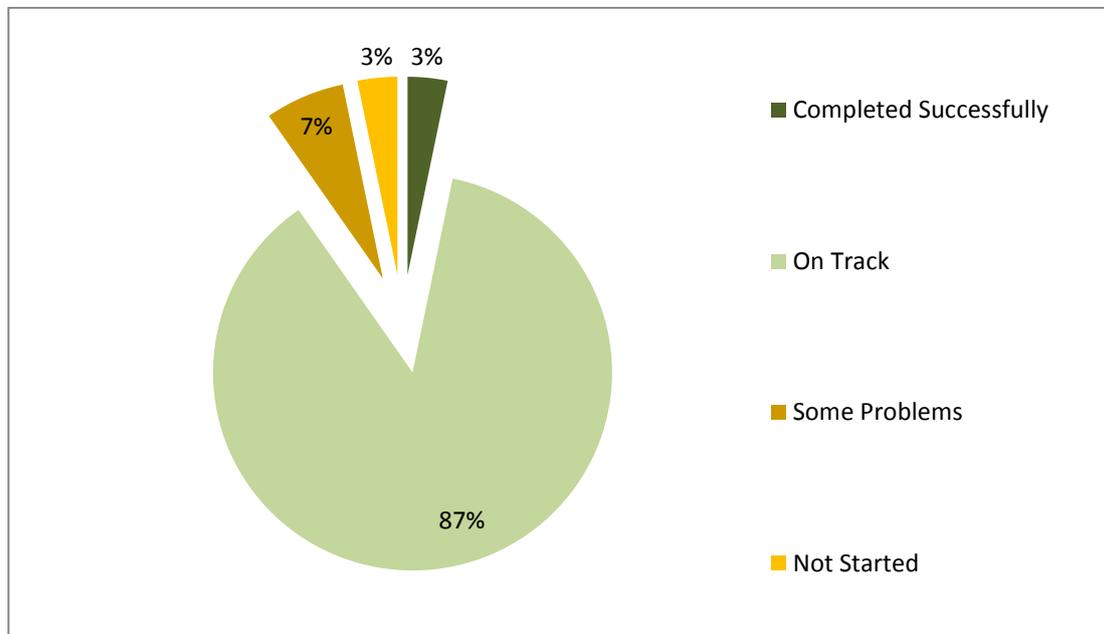


Chart 1 : Progress of the activities in the Annual Action Plan 2016/17

01 - Jobs and the Local Economy

Strategic Overview

Twelve of the 13 activities are on track and one has not started.

The Council has:

1. Produced a draft Economic Growth Strategy which was considered by the Economic Growth Board on 25 June 2016 and is planned to be considered and approved by Cabinet in October 2016
2. Implemented a restructure and recruited a Business and Skills Support Coordinator and Project Enabler due to start with the Economic Growth team in August 2016
3. Completed the relocation of the Cromer West Prom disabled parking

02 - Housing and Infrastructure

Strategic Overview

Eight of the eleven activities in the Annual Action Plan 2016/17 are on track, two are having some problems and one has not started. Performance against the eight indicators where an assessment against the same period last year is possible show that four are improving and four worsening.

The Council has:

1. Received the prestigious Empty Homes Innovation Award for the innovative approach of the Enforcement Board to bringing empty homes back into use. The Award recognises the Board's close working across Council departments to ensure projects are identified and plans actioned without delay
2. Completed the first "call for sites" in relation to the review of the Local plan
3. Agreed the Better Broadband for Norfolk (BBfN) contract extension to make superfast broadband (24 Megabits per second plus) available to more of North Norfolk's homes and businesses building on the work of the first contract

03 - Coast and Countryside

Strategic Overview

Activities and outcomes are being delivered against this priority. Two of the eleven activities in the Annual Action Plan 2016/17 have been successfully completed and a further nine are on track. One activity is having some problems. Performance against eight of the nine targeted performance indicators are on or above target and one is below target. Where an assessment against the same period last year is possible performance against seven of the ten indicators is improving, one is static and two worsening.

The Council has:

1. Successfully retained all Blue Flags at Sheringham, Cromer, Mundesley and Sea Palling
2. Successfully retained all Green Flag awards at Holt Country Park, Pretty Corner Woods and Sadler's Wood
3. Completed the £8million pound Cromer sea defence scheme
4. West Runton beach has been officially designated as a "bathing water", a key step on the way to winning sought-after Blue Flag status
5. Launched dog fouling poster campaign in partnership with North Norfolk schools
6. Jointly launched Coastal Partnership East, a partnership of four councils working to constantly improve our joint stewardship of the East Anglian coast

04 - Health and Well-being

Strategic Overview

There has been a considerable amount of activity against this priority. All of the ten activities are on track. Performance against the four targeted performance indicators is below target. Where an assessment against the same period last year is possible performance against one of the four indicators is static and three worsening.

The Council has:

1. Successfully delivered Community Hubs at Erpingham, Briston and East Runton
2. Successfully delivered Sports Clubs at Sheringham High School and Sidestrand School
3. Sports activities are being delivered at Stalham High School and Victory Swim and Fitness Centre

05 - Delivering Service Excellence

Strategic Overview

Fifteen of the sixteen activities are on track and one is having some problems. Performance against six of the twelve performance indicators where a target has been set are on or above target and six are below target. Performance against nine indicators are improving compared to the same period last year, three are static and six worsening.

The Council has:

Service Improvement

1. Requested a survey to be undertaken on the Cromer office building by Honeywell to investigate the potential for PV panels to be installed.
2. Democratic Services Team has been awarded third place in the national Civic Office of the Year Awards. The Award was made for the team's quality and innovation, promotion and best use of resources in service to the District Council's Chairman, and is designed to recognise the contribution to the Council's overall service provided to the community.

Appendix 1: Performance Indicators – progress reporting

Key

	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
NA = Not applicable	Indicators can be labelled as not applicable as this is important information for the Council where the influence and actions of the Council may make improvements but there is not sufficient control over the outcome to set a target		

01 - Jobs and the local Economy

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target
QUARTERLY					
Number of businesses accessing grant funding or information through the LEP in North Norfolk (quarterly cumulative) J 019	-	-	0	Q1 16/17	-
	Provisional figure.				
Number of new business start-ups supported by Enterprise North Norfolk (quarterly cumulative) ED 023	34	59			
	Enterprise North Norfolk project now ended. Indicator needs to be removed. As the team is developed after the restructure and recruitment new members of the team will work with the Economic Growth Manager to design and put in place new performance measures.				

02 - Housing and Infrastructure

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
MONTHLY						
Number of long term empty homes (6 months or more as at 1st working day of each month) (Monthly) H 002	518	620	601	Jun 16/17	NA	
<p>Class C total is 487 and the Levy total is 114 which gives a reduction in the long term properties of 19 compared to last month. This is broken down by a reduction of 6 properties at Class C (empty 6-24 months) and a further reduction of 13 properties at Levy stage (empty 2 years+).</p> <p>All properties that become empty after 3 months receive an empty property review and questionnaire to complete. This gives us information as to what the owner's intention is regarding their property. Each month these reviews are sent out and are dealt with by the Revenue's Service and the Corporate Enforcement Team Leader.</p> <p>Since 1 April 2016 visits are now undertaken by the Combined Enforcement Team. The team leader was previously the Empty Homes Manager and now reports directly to the Head of Environmental Health.</p>						
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	97	127	114	Jun 16/17	NA	
<p>The number of very long term empty homes has risen slightly. The Council has a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long term empties back into use. Whilst these do have some effect it will not prevent those who choose to allow their property to remain empty from doing so. Very long term empty properties are considered by the Enforcement Board. The newly established Combined Enforcement Team will pick up the processes of sending out staged letters and Requisitions for Information to owners. The enforcement options and potential sources of assistance for very long term empties will be revisited by the team to ensure that all routes to bringing these properties back into use have been fully considered.</p>						
Number of affordable homes built (monthly cumulative) H 007	0	44	45	Jun 16/17	NA	
<p>In May, one of the 12 shared equity dwellings due to be provided at Wells-next-the-Sea as part of the Section 106 Agreement was sold. A further 8 are sold subject to contract or being marketed for sale to eligible purchasers. By the end of March it is expected that a total of 103 affordable dwellings are expected to be completed.</p>						
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	337	15	102	Jun 16/17	NA	

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
						This indicator is likely to decline as it reflects the fact that many of the larger Site Allocations in the Local Development Framework secured planning permissions during 2013 -2015 and are now under construction. Until such time as the large allocation at Fakenham (around 850 dwellings) secures planning permission this indicator is not expected to improve.
Number of affordable homes granted planning permission (monthly cumulative) HS 009	56	0	20	Jun 16/17	NA	
						This indicator is expected to improve significantly in the next quarter when permissions will be granted for the recent Broadland affordable schemes.
Number of households from the housing register rehoused (monthly cumulative) H 005	87	62	98	Jun 16/17	NA	
Numbers on the housing waiting list – Total (monthly) HO 006	2,418	2,281	2,199	Jun 16/17	NA	-
Numbers on the Housing Register (monthly) HO 007	311	274	258	Jun 16/17	NA	-
Numbers on the Housing Options Register (monthly) HO 008	1,683	1,602	1,543	Jun 16/17	NA	-
Numbers on the Transfer Register (monthly) HO 009	424	405	398	Jun 16/17	NA	-
Number of Disabled Facilities Grants allocated (monthly cumulative) HW 001	22	18	36	Jun 16/17	NA	
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	53	105	112	Jun 16/17	NA	-
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	17	16	29	Jun 16/17	NA	

03 - Coast and Countryside

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
MONTHLY						
Percentage of planning appeals allowed (monthly cumulative) C 002	33.3%	0.0%	25.0%	Jun 16/17	NA	
Number of planning appeals allowed (monthly cumulative) C 002a	1	0	2	Jun 16/17	NA	-
Percentage of MAJOR planning applications processed within thirteen weeks in each financial year (monthly cumulative) C 003	64.29%	100.00%	100.00%	Jun 16/17	80.00 %	
Percentage of MAJOR planning applications processed within thirteen weeks (over the last 24 months) C 003c	73.86%	62.03%	82.50%	Jun 16/17	80.00 %	
Indicator C 003c is in addition to C 003 to coincide with the performance figures submitted to central government.						
Percentage of MINOR planning applications processed within eight weeks in each financial year (monthly cumulative) C 004	36.27%	79.49%	82.46%	Jun 16/17	70.00 %	
Percentage of MINOR planning applications processed within eight weeks (over the last 24 months) C 004c	-	-	59.29%	Jun 16/17	70.00 %	
Indicator C 004c is in addition to C 004 to coincide with the performance figures submitted to central government. Following a review of performance reporting systems this figure has improved and now includes as a positive those applications where an extension of time to the determination period has been agreed. Early indications show this will continue to rise above the Government target of 60%.						
Percentage of OTHER planning applications processed within eight weeks in each financial year (monthly cumulative) C 005	62.39%	77.63%	83.26%	Jun 16/17	70.00 %	
Percentage of OTHER planning applications processed within eight weeks (over the last 24 months) C 005c	-	-	73.41%	Jun 16/17	70.00 %	
Indicator C 005c is in addition to C 005 to coincide with the performance figures submitted to central government.						
Percentage of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative) DM 006	1.14%	2.53%	2.50%	Jun 16/17	20.00 %	
Number of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative) DM 006a	1	2	2	Jun 16/17	4	
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007	87.00%	79.00%	83.00%	Jun 16/17	82.00 %	

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
	<p>Throughout the quarter the response to complaints has been consistent and maintained the cumulative response time of 83%</p> <p>We received 230 requests for service over the quarter of which 192 (83%) were responded to within 2 working days.</p> <p>This percentage comprises the following data:</p> <p>90% of Nuisance cases were responded to within two days. 70% of Drainage cases were responded to within two days. 75% of fly tipping cases were responded to within two days.</p> <p>Despite the large increase in fly tipping reports over this quarter (there were 53 more fly tips reported during this quarter compared to the same quarter in 15/16, this is a 70% increase), we have managed to maintain the 2 day response time for dealing with these reports above the target. This is a significant improvement as previously the increase in reports would have affected the response times. The other pollution complaint areas have maintained their high level of response times, above the target.</p>					
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	17	18	31	Jun 16/17	NA	-
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	63	60	105	Jun 16/17	NA	-
Percentage of household waste sent for reuse, recycling and composting (monthly cumulative) ES 001	39.81%	41.29%	42.20%	Mar 15/16	NA	
	<p>Estimate. Dry recycling tonnage for quarter 1 is down around 14% on the same period last year and compost tonnage is broadly similar. However, we have not yet received all data, including disposal figures and there are always peaks and troughs across the year and any reduction in quarter 1 could easily be regained later in the year. Without all data, it is too early to predict any full year impact.</p>					
QUARTERLY						
Number of pollution enforcement interventions (quarterly cumulative) C008	6	25	12	Q1 16/17	NA	-
Number of fixed penalty notices issued (quarterly cumulative) C 009	0	1	5	Q1 16/17	NA	-
Waste - All Household - (tonnage) (quarterly) ES 020	10,991.58	9,822.01	9,848.01	Q4 15/16	NA	-

04 - Health and Well-being

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
MONTHLY						
Number of grants awarded to local communities from the Big Society Fund (monthly cumulative) L 005	5	0	11	Jun 16/17	NA	-
Amount of funding investment in community projects (from the Big Society Fund) (£) (monthly cumulative) L 006	21,500	0	65,644	Jun 16/17	NA	-
Participation at NNDC Sporting Facilities (monthly cumulative) LE 004	142,811	93,486	138,015	Jun 16/17	151,828	
<p>Stalham Sports Centre had a 2 week closure during June due to programmed repairs work being undertaken. Casual swimming is on a decline nationally. Fakenham Gym has seen a decline in participation due to a new gym opening in the locality. Victory swim and Fitness centre has seen a slow decline in gym memberships.</p>						
Number of Events Organized at Country Parks (monthly cumulative) LE 005	13	6	10	Jun 16/17	13	
Events in June affected by very heavy rain.						
QUARTERLY						
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	325	1,728	182	Q1 16/17	700	
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	578	2,312	348	Q1 16/17	950	
Events in June affected by very heavy rain.						

05 - Delivering Service Excellence

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
MONTHLY						
Planning Income £ (monthly cumulative) DM 023	267,893	93,150	161,120	Jun 16/17	NA	
<p>Whilst the overall number of planning applications is increasing, the percentage of major applications received in the first quarter is lower, hence the drop in fee income. There are, however, a number of schemes in the pipeline, as it is anticipated that this fee income will increase over the next quarter.</p>						
Building Control income (monthly cumulative) BC 001	99,338	76,358	119,614	Jun 16/17	90,300	
Number of Compliments (monthly cumulative) CS 050	35	8	15	Jun 16/17	NA	-
Number of Complaints (monthly cumulative) CS 051	14	5	9	Jun 16/17	NA	-
Number of MPs Letters (monthly cumulative) CS 052	68	32	58	May 16/17	NA	-
Average wait time (minutes) - Customer Services (monthly) CS 057	3.12	3.26	2.51	Jun 16/17	NA	
Average transaction time (minutes) - Customer Services (monthly) CS 058	6.22	5.16	5.16	Jun 16/17	NA	
Average wait time (minutes) - Housing Options (monthly) CS 059	7.20	3.53	14.02	Jun 16/17	NA	
<p>165 visitors were seen for Jun 2016. Data for comparison June 2015 7.20 (time) & 203 visitors. Reason for increase in customer wait time will be due to annual leave and election duties.</p>						
Legal Services Fee Income (£) (monthly cumulative) LS 003	39,000	32,741	58,473	Jun 16/17	18,000	
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	88.0%	98.0%	93.0%	May 15/16	80.0%	
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	67	43	89	May 15/16	NA	-
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	80.0%	82.0%	82.0%	Jun 16/17	80.0%	
Percentage of Council Tax collected (monthly cumulative) RB 009	30.27%	21.36%	29.99%	Jun 16/17	30.20 %	
<p>Council Tax collection is marginally down by £127k. There has been a debit increase of £54k since April 2016 and some good news is that our Direct Debit penetration has increased to 39K plus payers by this method (which is the first time we have reached this number).</p>						

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Percentage of Non-domestic Rates collected (monthly cumulative) RB 010	32.69%	23.05%	31.49%	Jun 16/17	32.60 %	
<p>We are behind target as at 30 June 2016. There was a drop in anticipated collection of £293k. The main reason for this is because we have increased the amount to collect by the removal of retail relief of £926k awarded last year and since last month, we have seen an increase in Rateable Value of £120,340, an additional £100k debit increase and a reduction of £14k in the amount of property exemptions awarded.</p>						
Average time for processing new claims (Housing and Council Tax Benefit) (monthly cumulative) RB 027	16	20 calendar days	20 calendar days	Jun 16/17	18	
<p>A total of 743 new claims were processed. Average time to look at = 7 days Average time to gather information = 15 days Average time to complete from receiving all information = 6 days 91% were processed within 14 days. Following successful recruitment and training, we now have 2 new members of staff who are predominantly processing new claims. Improvement has been seen by this with a reduction in the number of days to process from 21 days in May to 19 days in June, almost meeting the target of 18 days.</p>						
Speed of processing: change in circumstances for Housing and Council Tax Benefit claims (average calendar days) (monthly cumulative) RB 028	16	16 calendar days	18 calendar days	Jun 16/17	10	
<p>A total of 7,508 changes in circumstance were processed during the quarter. Average time to look at = 19 days Average time to gather information = 4 days Average time to processed from all information received date = 17 days 68% were processed within 14 days of receipt. Following performance information provided by the Department of Work and Pensions for 2015/16, we are reviewing the data and process we use for gathering our speed of processing performance to ensure that we are using the most accurate source. Once this work has been completed we will provide a further update retrospectively for April - June 16.</p>						
PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly) RB 029	57.0	44.0	46.0	Jun 16/17	75.0	
Visits to NNDC website (monthly cumulative) WG 005	114,763	91,324	130,223	Jun 16/17	NA	
Unique Visitors to NNDC website (monthly cumulative) WG 006	76,997	60,723	86,402	Jun 16/17	NA	
Number of Ombudsman referral decisions (monthly cumulative) PA 001	0	0	0	Jun 16/17	NA	-
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	-	100%	-	Jun 16/17	NA	

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
QUARTERLY						
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	-	62.0%	25%	Q1 16/17	80%	
	2 of 8 important recommendations completed. The numbers of important recommendations are quite low, which is evidence of good governance within services, so performance in completing those recommendations is distorted by being presented as a percentage.					
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	100%	100.0%	-	Q1 16/17	100%	-
	No urgent recommendations were made.					
Percentage of audit days delivered (quarterly cumulative) V 004	21.0%	100.0%	1.6%	Q1 16/17	15%	 
	3 out of 189 days. The difference in days delivered compared to the plan relates directly to internal audit review of Governance and Sharepoint which were due to be undertaken in quarter 1 but was delayed due to difficulties agreeing start dates with the key officers. The audit commenced on 1 August and has now been completed, with the draft reports now being reviewed. The timing of these audits does not impact on delivery for the remainder of the plan.					
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	1.21	6.05	1.48	Q1 16/17	1.50	 
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	96.00%	94.00%	100.00%	Q1 16/17	NA	-
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	96.00%	98.00%	100.00%	Q1 16/17	NA	-
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	92.00%	96.00%	100.00%	Q1 16/17	NA	-
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	97.00%	98.00%	100.00%	Q1 16/17	NA	-

Appendix 2: Delivering the Annual Action Plan 2016/17

Key

Activity Status	Symbol	Description
Completed Successfully/ On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.

01 - Jobs and the Local Economy

A - Work to maintain existing jobs and help businesses expand

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 01 A 01 - Providing business grants and mentoring support - Develop and implement a business engagement programme, working in close collaboration with New Anglia LEP and other partners</p>	<p>On Track</p>		<p>The New Anglia Growth Programme, which incorporates various business support initiatives, including a small grants scheme, has been agreed and is expected to be formally approved by Government imminently. In the meantime business start-up workshops have continued to be provided.</p>
<p>AAP 16/17 - 01 A 02 - Ensuring our procurement practise supports small and medium sized businesses operating in the district - Review our current procurement guidance and support local procurement</p>	<p>Not Started</p>		<p>Currently reviewing options for delivering the procurement framework.</p>
<p>AAP 16/17 - 01 A 03 - Supporting our market and coastal towns recognising their importance as economic hubs and local centres - Develop a forward programme of funding opportunities and regularly promote to the business community. To produce an NNDC list of schemes with potential match funding</p>	<p>On Track</p>		<p>NNDC's Enabling Fund is aligned with the LEADER programme to provide support to initiatives in market & resort towns. Whilst some project ideas have been discussed with external organisations, applications have yet to come forward. Working with our newly engaged partner (GENIX/ MENTA) we are developing a suitable means by which to promote funding opportunities to the business community. The new Project Enabler post has been filled and the new post holder will start in August. An early task will be to maintain a list of funding opportunities and relevant projects.</p>
<p>AAP 16/17 - 01 A 04 - Working with partners to improve access to faster Broadband for all our communities including investing directly £1m over the next 2 years - Monitor future roll out. Investment and coverage will be reviewed and reported on a six monthly basis</p>	<p>On Track</p>		<p>In December 2012 Norfolk County Council and BT signed a deal to make superfast broadband (24 Megabits per second plus) available to more than 80% of Norfolk's homes and businesses by the end of 2015. The Better Broadband for Norfolk (BBfN) programme completed ahead of schedule in September 2015, having given 186,000 extra Norfolk premises access to high-speed broadband.</p> <p>The contract extension should be signed early August 2016. Chief Executives will then be contacted with an update where progress at District level will be provided. The expectation is not to use the District funding until the end of 2019.</p>

B - Increase the number and support for business start-ups

Activity	Status		Progress/ Action Note	
AAP 16/17 - 01 B 01 - Providing a business start-up package of support and funding - Review funding and implement a new scheme from September 2016	On Track		The New Anglia Growth Programme, which incorporates various business support initiatives, including business start-up support, has been agreed and is expected to be formally approved by Government imminently. In the meantime business start-up workshops have continued to be provided.	

C - Improve the job opportunities for young people within the district

Activity	Status		Progress/ Action Note	
AAP 16/17 - 01 C 01 - Encouraging employers to offer apprenticeships - Ensure that information on apprenticeships is included within all business engagement activity	On Track		Working with our newly engaged partner (GENIX/ MENTA) we are developing a suitable means by which we can get messages to the business community.	
AAP 16/17 - 01 C 02 - Encouraging employers to offer apprenticeships - Explore opportunities for further apprenticeships within the Council as an employer	On Track		Currently understanding the new apprenticeship levy. We estimate this will mean providing seven apprenticeships.	
AAP 16/17 - 01 C 03 - Working with partners to bring businesses and schools together to ensure skills match needs and jobs - To co-ordinate all of the interested bodies and put together an action plan for North Norfolk.	On Track		The new Skills and Business Support Coordinator post has been filled and the post holder will start in August. We provided support to the Paston Careers Fair and are working with the organisers on careers/ business support ideas for next year. An early task will be to maintain a record of business needs and devise a suitable means of linking these with schools and colleges.	
AAP 16/17 - 01 C 04 - Supporting provision of a North Norfolk centre for science, technology, engineering and maths (STEM) - We will consider the conclusions of the feasibility study to test the most effective model of delivery and develop an appropriate outline business case, with identified potential funding sources	On Track		The feasibility study has been undertaken and its findings will be brought to Cabinet in the Autumn. We will be seeking the project's inclusion in the pipeline for any suitable funding opportunities.	

D - Support major business opportunities and take-up of allocated employment land across the district

Activity	Status		Progress/ Action Note
AAP 16/17 - 01 D 01 - Working with the New Anglia Local Enterprise Partnership (NALEP) to access funding streams - Produce a quarterly report of projects to be included in the LEP Project Pipeline	On Track		Reports to Economic Growth Board.
AAP 16/17 - 01 D 02 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Design a coherent approach to marketing the economic growth opportunities that the District offers in particular the Egmore and Scottow enterprise zones	On Track		The Development Plans for both EZ's are being formulated and the marketing brochure has been completed (in collaboration with other districts and NALEP).

E - Capitalise on our tourism offer both inland and along our historic coast

Activity	Status		Progress/ Action Note
AAP 16/17 - 01 E 01 - Investing in our assets to support the tourism economy and promote the 'Deep History' concept - Explore the opportunities of the World Heritage Site Status and ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings	On Track		A Coastal Community Team was developed following the successful submission of an application to DCLG in 2015. The £10k award supported the creation of the team and subsequent action plan that lead to the submission of the £2m Coastal Community Fund round 4 applications in July 2016. The result of the application will be announced at the end of August. The project entitled 'North Norfolk's Deep History Coast: a living landscape museum' will work to: create themed trails and discovery points along the North Norfolk coast, rejuvenate the West Prom, create a feature of the site of the West Runton Mammoth, develop a geology hub and create novel ways of telling the story including the development of a 'living landscape museum'.
AAP 16/17 - 01 E 02 - Encouraging a private sector lead to tourism promotion with support in developing a strong brand - Continue to support the Destination Management Organisation (DMO) and explore the benefits of a BID approach Management	On Track		We continue to work with and monitor the activity of Visit North Norfolk (and Broads Tourism). Indicators suggest Visit North Norfolk's latest marketing campaign is a success and was supported by NNDC. Further engagement with local tourism sector businesses is needed and improvements to VNN's website have been delayed.

02 - Housing and Infrastructure

A - Increase the number of new homes built in the district

Activity	Status		Progress/ Action Note	
AAP 16/17 - 02 A 01 - Encouraging the early completion of dwellings through incentivisation measures - Review and update the Housing Incentive Scheme in light of any changes in market circumstances and Government guidance by December 2016	On Track		The incentive scheme continues to be attractive to the development industry although the number of larger sites which may qualify has reduced given that many of the allocated sites have secured planning permission and nationally changes have been introduced to the site size thresholds which apply to the provision of affordable homes on small development schemes.	
AAP 16/17 - 02 A 02 - Encouraging the early completion of dwellings through incentivisation measures - Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review	On Track		Recent Town Council workshops suggest that most towns wish to monitor and contribute towards the preparation of the new Local Plan before reaching definitive decisions on Neighbourhood Planning.	
AAP 16/17 - 02 A 03 - Encouraging the early completion of dwellings through incentivisation measures - Identify new housing sites through the local plan review process	On Track		The incentive scheme continues to be attractive to the development industry although the number of larger sites which may qualify has reduced given that many of the allocated sites have secured planning permission and nationally changes have been introduced to the site size thresholds which apply to the provision of affordable homes on small development schemes. First 'call for site' in relation to the review of the Local plan completed.	
AAP 16/17 - 02 A 04 - Commissioning a specialist housing needs survey in the context of market and social demand - Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review	Some Problems		The initial procurement of a consultancy to undertake the older persons research was not successful. Subsequently more needs data on the need for specialist accommodation has been produced by Norfolk County Council which will inform the research. It is currently being considered how to procure this research in the most effective way.	
AAP 16/17 - 02 A 05 - Providing grants and loans which support the delivery of local housing initiatives - Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development	On Track		Approval has been agreed for a loan of £3.5m to Broadland Housing Association and a loan of £750,000 to its wholly owned subsidiary Broadland St Benedict's. Drawdown of the first tranches of the loans is expected by the end of September 2016.	

B - Address housing need through the provision of more affordable housing

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 B 01 - Encouraging the building of affordable homes in sustainable locations - Continue to negotiate sufficient affordable housing through S106 agreements from planning applications	On Track		A number of Section 106 Agreements are expected to be completed shortly which will secure the delivery of the viable amount of affordable housing provision on market sites, a number of these sites are also subject to Housing Delivery Incentive Scheme applications.
AAP 16/17 - 02 B 02 - Addressing the housing waiting list by enabling more exception schemes that provide local housing for local people - Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes	On Track		Work is ongoing to ensure that there is a pipeline of affordable housing schemes which will meet both general and local need across the district.

C - Ensure new housing contributes to the prosperity of the area

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 C 01 - Undertaking a review of all planning policies and land allocations to inform the new Local Plan up to 2036 - Commission evidence required to form the basis of Local Plan review and update through the working party	Some Problems		Little progress has been made although there is now greater clarity around what evidence will be required. The process of preparing commissioning briefs where external consultancy is required has commenced.

D – Reduce the number of empty properties

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 D 01 - Working pro-actively across the Council using all available powers to bring empty properties back into use - Provide a quarterly update on an on-going basis, where the Council has instigated enforcement action	On Track		A number of long term empty homes are currently in the process of compulsory purchase action. The overall number of long term empty homes has risen and further work is being undertaken to understand better the reasons for this increase.

E - Improve the infrastructure needs of the district

Activity	Status		Progress/ Action Note	
<p>AAP 16/17 - 02 E 01 - Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham - Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report</p>	<p>On Track</p>		<p>Working with partners with the aim of delivering improvements to the service along the Bittern Line Railway and the development of a new station at the Broadland Business Park.</p> <p>To consider the proposal for the establishment of a partner organization 'Bittern Line Improvements Project Board' to look at further investigative studies.</p>	
<p>AAP 16/17 - 02 E 02 - Exploring with partners the scope to improve road network capacity alongside major development proposals - Consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district known as section 106 agreements</p>	<p>Not Started</p>		<p>Work delayed due to lack of capacity within Planning.</p>	

03 - Coast and Countryside

A - Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 03 A 01 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Develop and submit proposals for projects under the European Marine and Fisheries funding and Leader programmes</p>	<p>Some Problems</p>		<p>An 'Expression of Interest' for European Marine Fisheries fund (EMFF) funding to support the local industry was submitted but was unsuccessful; however support to the existing Fisheries local action Group has been maintained and new terms of reference for the group have been drafted. The Group will remain an important route for EMFF applications for individual projects to come forward that support the sustainability of and add value to the local fishing sector and related activity.</p>
<p>AAP 16/17 - 03 A 02 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Analyse criteria for funding requirement from the emerging £90m coastal community fund</p>	<p>On Track</p>		<p>The new Project Enabler post has been filled and the new post holder will start in August. An early task will be to maintain a list of funding opportunities and relevant projects. The revised local forum, representing the local fishing sector and related activities, will be an important route for the development of initiatives and funding applications.</p>
<p>AAP 16/17 - 03 A 03 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to develop and promote the Norfolk & Suffolk Coastal Partnership</p>	<p>On Track</p>		<p>Partnership formally adopted April 2016. Name approved as "Coastal Partnership East". The Board has been constituted. CPE action plan 2016-17 developed and approved by the Board.</p>
<p>AAP 16/17 - 03 A 04 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to work with private sector partners on a scheme for Bacton and affected communities</p>	<p>On Track</p>		<p>Awaiting feedback from Government ministers regarding funding following the meeting with Oliver Letwin MP, Cabinet Office Minister. Environmental screening and scoping report submitted to consenting bodies prior to full application for marine, planning and coastal consents. Business case submitted to the Local Enterprise Partnership.</p>

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 A 05 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following completion of the major Cromer Defence scheme. This will include development of the 'Deep History' concept.	On Track		Submitted a grant funding application at the end of June to the Coastal Communities Fund (CCF) for £1.9m in relation to the Deep History project, consisting of a mixture of capital and revenue funding. The Council should hear if it has been successful with the Stage 1 application by August and the more detailed Stage 2 submission will then need to be completed and submitted by November 2016.

B - Protect the wonderful countryside and encourage sustainable access

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 B 01 - Caring for our areas of outstanding natural beauty and protected areas and liaising with other organisations - Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future	On Track		Work is continuing on the development of an Expressions of Interest document in relation to North Lodge Park which will hopefully bring forward a partner to invest in the park, its facilities and its attractions and to develop, manage and operate the park as a vibrant and successful public space to secure its future. We will be open to all kinds of suggestions and ideas and will be prepared to give real consideration to all suggestions and look favourably on proposals which explore how much should be retained as park and how much needs to be utilised for appropriate enabling development to finance the remaining facility, while providing a revenue stream to the taxpayer.
AAP 16/17 - 03 B 02 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - 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	Completed Successfully		All Blue Flags have been retained at Sheringham, Cromer, Mundesley and Sea Palling.

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 B 03 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - Assess and implement requirements for new Green Flag Awards and work to retain existing awards	Completed Successfully		All Green Flag awards have been retained at Holt Country Park, Pretty Corner Woods and Sadler's Wood

C - Continue to improve recycling rates and reduce the amount of waste material going to landfill

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 C 01 - Working with other Councils on the Norfolk Waste Partnership to consider ways in which we can maximise recycling thereby minimising waste to landfill - Implement a behavioural change campaign across Norfolk to reduce waste and contaminated recycling	On Track		Norfolk Waste Partnership (NWP) Board approved four workstreams, all of which the Council is taking forward with partners

D - Improve the environment both in our towns and in the countryside

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 D 01 - Addressing properties and sites which create eyesores and detract from our natural and built environment - Through the work of the Council's Enforcement Board take appropriate action where listed buildings and buildings within conservation areas are considered to be at risk	On Track		The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council. Since its inception, the Board has considered 135 cases, of which all but six have seen positive action and in response to the need to drive improved performance, the low level Planning enforcement and property based Revenues enforcement functions have been brought together in a new Combined Enforcement Team and some initial progress has been made on dealing with the backlog of cases.

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 03 D 02 - Tackling dog fouling, fly tipping and litter across our district through Community Engagement Schemes - Review our approach to enforcement and bring a report forward on agreeing direct action to complement and give community engagement schemes more power</p>	<p>On Track</p>		<p>An initial paper has been produced and sent to CLT, this covered the current position and some suggestions on the way forward and formalising the existing strategy of engagement education and enforcement to tackle envirocrimes.</p> <p>This will be reviewed and then used to pull together a final paper for Cabinet.</p>
<p>AAP 16/17 - 03 D 03 - Tackling dog fouling, fly tipping and litter across our district through Community Engagement Schemes - Ensure that 80% of reported fly-tipping and pollution complaints will be responded to within two working days</p>	<p>On Track</p>		<p>We continue to operate the community dog warden scheme with varied success across the district. A piece of work is being done by one of the Environmental Protection team on how we can improve this scheme for the future. A recent project with schools on dog fouling was a great success with lots of media coverage and 6 schools participating. The children's designs for posters are now up across North Norfolk and also on the side of some of the bin collection lorries.</p> <p>Throughout the quarter the response to complaints has been consistent and maintained the cumulative response time of 83%.</p> <p>We received 230 requests for service over the quarter of which 192 (83%) were responded to within 2 working days.</p>

04 - Health and Well-being

A - Support local residents and their communities

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 04 A 01 - Continuing to operate the Big Society Fund to meet local needs and aspirations - Promote and monitor the fund throughout the year</p>	<p>On Track</p>		<p>The first meeting of the Big Society Fund panel approved 11 grants totalling £65,644. The availability of funding is publicised and the details of successful grant applications are publicised. In November, a Big Society Awards evening will be held and the nomination process will be widely publicised.</p>
<p>AAP 16/17 - 04 A 02 - Developing projects to address fuel poverty and energy efficiency - Continue to support schemes to enable residents to access lower priced energy through bulk purchase agreement</p>	<p>On Track</p>		<p>Rolling programme of switching opportunities each year established. The latest took place in June 2016.</p>
<p>AAP 16/17 - 04 A 03 - Developing projects to address fuel poverty and energy efficiency - Consider the Business Plan for provision of solar panels on the Council offices</p>	<p>On Track</p>		<p>The Council has requested a survey to be undertaken on the Cromer office building by Honeywell to investigate the potential for PV panels to be installed. This survey will be provided free of charge as it was a prize won by Cllr Becky Palmer at the recent LGA Conference in Bournemouth. The date of the survey is still to be agreed.</p>
<p>AAP 16/17 - 04 A 04 - Working with charities and other voluntary organisations - Implement a new performance framework for monitoring the provision of advice and guidance through the CAB</p>	<p>On Track</p>		<p>The new contract for the advice and information contract will provide ongoing performance information.</p>

B - Address issues leading to ill health and improve the quality of life for all our residents

Activity	Status		Progress/ Action Note	
<p>AAP 16/17 - 04 B 01 - Encouraging more community involvement and volunteering - Implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis</p>	<p>On Track</p>		<p>A template Community Resilience Plan has been created in partnership with Norfolk Resilience Forum and this is available via the NNDC website. We have also created more localised version to help new team with a starting point on their plans. The Civil Contingencies Team continues to help and support existing groups and looks to encourage new groups to form.</p> <p>At present we have community groups in Walcott, Trimmingham, Potter Heigham, Great and Little Snoring, Kettlestone and Skeyton. In addition we have draft plans for Mundesley and are in active discussions with Stalham and Hickling town and Parish Councils. We are still having difficulty encouraging a community to take up the offer of delivering a community Exercise. It is hoped that once one takes part others will follow. Request being made to all new groups and Skeyton have indicated that they are interested in completing an exercise this summer.</p> <p>In addition to these groups NNDC does have and support 16 Flood Warden groups in high risk flood areas. These groups maybe available to assist in the event of a incident within their locality. Discussions are on-going with Broadland DC, NNDC and the NRF to promote and support spontaneous volunteers that may attend the scene after an incident. The group is looking at ways in which these volunteers can be safely used as a resource to help out during the recovery phase of any incident.</p>	

Activity	Status		Progress/ Action Note	
AAP 16/17 - 04 B 02 - Provide support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives - Continue to work with a wide range of partners we will develop and extend the Early Help Hub model to provide early intervention and preventative support to vulnerable families and older people	On Track		<p>Increased engagement with other statutory agencies and voluntary organisations who provide advice and support to people of all ages.</p> <p>There has been an increase in the numbers of calls and ad hoc enquiries about early help.</p> <p>Duty system implemented within the team.</p> <p>A formal feedback system implemented so as to record and monitor experiences with the hub.</p>	

C - Encourage participation in a range of sports and activities

Activity	Status		Progress/ Action Note	
AAP 16/17 - 04 C 01 - Promoting North Norfolk as a sporting centre of excellence, to encourage our talented young people to aim for and reach the highest possible level in their sport - Liaise with partners that can support the project with a view to commencing delivery from January 2017	On Track		A series of very successful and encouraging meetings have been held with various stakeholders since the start of this year and a report is due to come forward to Cabinet in September 2016 to update on current progress and anticipated timescales for delivery of the first year of the scheme.	
AAP 16/17 - 04 C 02 - Working with partners to invest in sport and recreation facilities across the District - Implement the workstreams contained in the leisure facilities strategy; work with the community to realise the reopening of the Fakenham academy pool, lead the feasibility for an indoor tennis facility, work with local clubs to support a purpose built gymnastic facility in North Walsham, consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham	On Track		The Council has facilitated discussions with the community and key partners regarding the re-opening of the Fakenham Academy Pool. Initial discussions have taken place with key stakeholders regarding the feasibility of the indoor tennis facility, and up to date costs associated have been provided by Sport England. The Council advised and supported North Walsham Gymnastic Club to help them realise external funding through Sport England Inspired Facilities Fund to help finance a move to bigger facilities. The Club are now aiming to open the new facility in January 2017. Work has commenced regarding the new leisure contract and advice has been received from Sport England accordingly, the Council's property partner Gleeds are also advising.	

Activity	Status		Progress/ Action Note	
<p>AAP 16/17 - 04 C 03 - Supporting iconic sporting events - Develop a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district.</p>	<p>On Track</p>		<p>Officers have completed a first draft of the framework but this remains work in progress at present.</p>	
<p>AAP 16/17 - 04 C 04 - Promoting health and fitness for all ages, abilities and ambition - Support communities to develop and sustain sports clubs and hubs</p>	<p>On Track</p>		<p>The Council has successfully delivered Community Hubs at Erpingham, Briston and East Runton. Sports Clubs have been set up at Sheringham High School and Sidestrand School. Work is currently underway in the following areas to develop Community Hubs: Horning, Mundesley and Worstead. In addition sports activities are being delivered at Stalham High School and Victory Swim and Fitness Centre. The project is expanding to include seated exercise at libraries across the district and early morning Yoga on Cromer pier. Planning is underway for a 'Sports for people with a disability' day, which will be delivered in the Autumn.</p>	

05 - Delivering Service Excellence

A - Help you to get what you need from the Council easily

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 05 A 01 - Redesigning services around the customer and using technology as a driver for efficiency - Implement the outcomes of the Business Process Review within Planning</p>	<p>On Track</p>		<p>Implementation of changes to the service, not dependent on new technology being implemented. Scanning of documents now operational, and customer services have started to take telephone call. This has released capacity within the Planning Processing Unit to enable the team to validate new applications on a daily basis.</p>
<p>AAP 16/17 - 05 A 02 - Redesigning services around the customer and using technology as a driver for efficiency - Review other business processes to identify future customer service improvements and financial savings</p>	<p>On Track</p>		<p>Implementing Business Process Review (BPR) in Planning and about to commence BPR in Environmental Health. Customer Contact Centre currently being procured. Website to go-live (in test) in early August.</p>
<p>AAP 16/17 - 05 A 03 - Redesigning services around the customer and using technology as a driver for efficiency - Promote and optimise the use of social media and our website for those communicating and doing business with the Council</p>	<p>On Track</p>		<p>Work is underway to redesign the council's website to make it easily accessible for people.</p>
<p>AAP 16/17 - 05 A 04 - Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone - Review all online content as part of the web redesign</p>	<p>On Track</p>		<p>Work is underway to review all content.</p>
<p>AAP 16/17 - 05 A 05 - Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone - Use pro-active and promotional campaigns linked to the Council's priorities</p>	<p>On Track</p>		<p>Promotional campaigns underway and work progressing well.</p>

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 A 06 - Collaborating and developing local solutions leading to a more joined up service for our residents - Review our use of assets through the One Public Estate programme.	On Track		<p>Attending regular meetings of the One Public Estate Partnership Board.</p> <p>An Expression of Interest for phase 4 of the Governments OPE Program was submitted 6 May 2016.</p> <p>On 14 June 2016 the LGA confirmed the Cabinet Office's OPE Programme Board had agreed to award Norfolk OPE £50,000 to develop a final Services and Assets Delivery Plan for the projects identified in the Expression of Interest.</p>
AAP 16/17 - 05 A 07 - Collaborating and developing local solutions leading to a more joined up service for our residents - Monitor rollout of universal credit in the District, working closely with the DWP	On Track		<p>Meetings with the DWP are taking place regularly. The authority signed a partnership delivery agreement and data share agreement between NNDC and the DWP for 2016. Two different approaches are operating as Great Yarmouth Job Centre has gone "full service digital" whereas all other Job Centres in North Norfolk have not yet. At the moment north Norfolk are not included in the current 2016 roll out.</p>

B - Ensure the Council's finances continue to be well managed and inform our decision making

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 B 01 - Reducing overheads and sharing services where appropriate - Develop a Public Services Hub at North Walsham and Fakenham	On Track		<p>Relocation of North Walsham Town Council, North Norfolk Community Transport and Citizens Advice now proposed for September 2016, allowing sale of North Walsham Council Offices property to JD Wetherspoon.</p> <p>Fakenham Connect – continuing discussions with interested partners re increased shared public services facility at the building.</p>
AAP 16/17 - 05 B 02 - Maximising the value from services delivered through contracts - Benchmark the following contracts in preparation for future procurement; Leisure, Cromer Pier	On Track		<p>The Council is currently working with Sport England and our Property Partner Gleeds in relation to the potential options for the leisure contract. A draft specification has been completed in relation to the new pier contract and an update report is due to be provided to Cabinet in September 2016.</p>
AAP 16/17 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Review the provision of public conveniences and identify any redevelopment opportunities	On Track		<p>Officers have written to Overstrand Parish Council regarding the potential operation of the facilities on Pauls Lane by the Parish Council and we are currently awaiting a response.</p>

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 B 04 - Investing in property as a means by which we will improve income streams - Establish a Property Development Company and prepare a business case	On Track		<p>A report has been considered by Cabinet in relation to the establishment of a Property Company as a means to generate additional income for the Council. This income is to be generated through commercial property activities with potential development and investment in both residential and non-residential property and forms part of the Council's wider asset commercialisation agenda.</p> <p>Cabinet approved the development of a business case and the Council's property advisors Gleeds are currently looking at modelling a number of potential scenarios to help assess the viability of the development of a Property Company to inform the business case.</p> <p>The business case is scheduled for consideration by Cabinet at the meeting on 5 September 2016.</p>
AAP 16/17 - 05 B 05 - Publishing decisions in accordance with the governments transparency agenda - Publish quarterly and monitor any new requirements	On Track		<p>Information being published regularly on the website. Reviews taking place quarterly. The results of the latest review will be reported to Management Team on 10 August 2016.</p>

C - Value and seek to develop the Council's staff and Members

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 C 01 - Recognising and rewarding good performance and celebrating success - Prepare an options report on performance related pay and reward and recognition schemes	On Track		<p>Commissioned an external consultant to do a pay review of data and recommend options for CLT and Cabinet to consider and agree a way forward.</p>
AAP 16/17 - 05 C 02 - Encouraging a culture of learning and development - Develop an action plan to improve on the areas of weakness highlighted in the Gold IIP assessment by December 2016	On Track		<p>The Staff Focus Group have set a project group to feed in recommendations to HR on the action plan. The Corporate Learning and Development Programme for 2016/17 has been designed to address a number of the recommendations made in the last IIP assessment report.</p>

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 05 C 03 - Offering focused training to our staff - Undertake 100% of appraisal development meetings to identify training and opportunities for succession planning</p>	<p>Some Problems</p>		<p>The majority of appraisals have been completed. The remaining paperwork is being sought.</p>
<p>AAP 16/17 - 05 C 04 - Offering Members the opportunity to develop their expertise - To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge</p>	<p>On Track</p>		<p>Member Development Group has worked in conjunction with Democratic Services to compile a rolling training programme for Members. Each session is aimed at developing and enhancing specific skills and knowledge and builds on the general programme offered during the 2015 Induction. Recent sessions include a masterclass for Members in a leadership role and planning enforcement training.</p>

Version Control

Version	Originator	Description including reason for changes	Date
0.1	Helen Thomas	First draft for Heads of Service to review and complete	22/07/2016
0.2	Helen Thomas	Second draft including additions for Management Team	08/08/2016
0.3	Helen Thomas	Third draft for pre-Cabinet meeting	12/08/2016
0.4	Helen Thomas	Amendments as a result of proofreading and addition of information not previously available	24/08/2016