# Annual Action Plan Activities - Quarter 1 2013/14 Progress Report

These tables show, for each of the themes of the Corporate Plan the progress in delivering the activities in the Annual Action Plan 2013/14 and action being taken to address any challenges in that delivery.

## Key

| Activity Status | Symbol | Description |
|---|---|---|
| Completed Successfully | ✓ | |
| Progressing to Plan | | This is for major projects, programmes or service plans and gives an indication that the plan will be achieved on time, to budget and will deliver the expected outputs and outcomes/ impact. |
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| Some Problems | | Lead officers should have described the problems and the action being taken to deal with them. |
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## Jobs and the Local Economy

### A - Increase the number of new businesses and support the growth and expansion of existing businesses

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J A 01 - We will support businesses investing in the district through the provision of comprehensive advice about District Council support and signpost to other agencies as appropriate | On Track | | Core services continue to support business development across the District and the Economic Development team continues to respond to business enquiries linking clients to professional support, where required. |
| AAP 13/14 - J A 02 - We will work with partners to develop and deliver the business support scheme Enterprise North Norfolk | On Track | | Flagship programme started February 2013. During quarter one 53 people came forward for advice and eleven new businesses were established. |
| AAP 13/14 - J A 03 - Working in partnership we will maximise the opportunities for investment in the district through the development of retail sites | On Track | | Investigations in relation to relevant sites occur as and when opportunities become apparent and consultants remain on a flexible contract. |

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J A 04 - We will seek to maximise the opportunities for the district to benefit from investment in renewable energy developments off the north Norfolk Coast | On Track | | At its meeting in May 2013, the Council's Cabinet noted the comments received on the proposed Egmere Local Development Order through the public consultation process and agreed to make available a budget to commission a Landscape Visual Impact Assessment and Stage 1 Habitat Survey so as to strengthen the evidence base in support of the proposed Order. Delegated authority was also granted to the Corporate Director to proceed with preparing final documents in support of the Order before seeking approval of Council anticipated in December 2013.<br><br>The Council is continuing to hold discussions with partners of the Dudgeon Offshore Wind Farm Development regarding their programme of investment including discussions regarding their on-shore cable route and promoting the Port of Wells and the proposed LDO at Egmere as a potential base for survey, project development and their operational and maintenance phases of their project. |
| AAP 13/14 - J A 05 - 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 | Some Problems | | There are some issues with the delivery of projects under the FLAG programme. All six UK FLAGS are experiencing difficulties in getting projects approved by the Marine Management Organisation (MMO). However, the North Norfolk FLAG is on course in terms of committing its allocation of the European Fisheries Funding (EFF) money and it is likely that the MMO will extend the deadline date from 31 December 2013 to 31 March 2014. Further it is expected that the FLAG will commit 95% of its allocation by the due date. |
| AAP 13/14 - J A 06 - We will actively pursue all options in order to ensure the future development and operation of an Enterprise Hub for North Norfolk as a platform for improving levels of business start up and enterprise | Postponed or Delayed | | The Council retains an aspiration to develop an enterprise hub for new business start up and enterprise within North Norfolk. The LEP have recently launched a consultation document called 'towards a growth plan', which sets out the vision and strategy for New Anglia LEP. This will incorporate an integrated investment programme including the European structural investment fund and the Regional Growth Programme. |
| AAP 13/14 - J A 07 - We will develop our corporate position in respect of emerging renewable energy technologies through preparation of an Energy Strategy | Not Started | NS | This activity is due to commence shortly and feedback will be available during the second quarter. |

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

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J B 01 - 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 | On Track | | Delivery continues as before, opportunities to increase available resources and expand services are under investigation. |

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J B 02 - The L4E team will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur. The L4E team will also 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 | On Track | | With some improvement in business confidence there has been a reduced demand for redundancy support services over the past six months.<br><br>The L4E team continues to engage in dialogue with existing and new employers in the district concerning their needs for new employees, match skills etc. |
| AAP 13/14 - J B 03 - We will explore opportunities to work with local businesses and identify funding to support the provision of apprenticeships and work experience schemes with the aim of increasing the employment opportunities of young people in the district | On Track | | The Council has agreed that it will champion apprenticeships in North Norfolk so work has progressed to design a local awareness campaign. An informal chat service for businesses is being piloted. In addition we have designed a pre-apprenticeship course and an apprenticeship awareness session, working with Jobcentreplus. These will be piloted in Jul/Aug and we are planning to meet with Head Teachers in the Autumn. We will be working with the County Council to further engage with businesses. |

## C - Improve access to funding for businesses

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J C 01 - 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 | On Track | | With the emergence of the Local Enterprise Partnership and a general improvement in business confidence, the Council is proposing to review the delivery of its services and services provided through the North Norfolk Business Forum in the coming months to ensure that the support provided is fit for purpose and relevant to business needs. |

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

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J D 01 - We will work together to ensure we support and provide information to simplify the process for businesses looking to invest in north Norfolk | On Track | | The Economic Development Unit is currently in the process of undertaking a full review of the Web Portal. This will entail exploring methodologies in optimising both usability and cross-departmental integration where appropriate. It is planned that by the end of Quarter 3 that the Economic Development Unit Web based Portal will provide simplified access to business support for investors. |

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J D 02 - We will work with partners to roll out BDUK's £60m Norfolk Broadband Initiative across North Norfolk | On Track | | Over the next two and a half years work to survey, upgrade and install broadband infrastructure will take place and better broadband services will become available in 'phases'. The first broadband services using new fibre networks installed through the Better Broadband for North programme became available in North Norfolk in July these are:- Baconsthorpe, Bayfield, Bodham, Gresham, Holt, Hempstead, Letheringsett, Little Thornage, Lower Bodham, Upper Sheringham and West Beckham. Subsequent, phases are still on track, and are due to be made available to many more homes and businesses, over the next two years. |
| AAP 13/14 - J D 03 - We will review our approach to enforcement | On Track | | The Enforcement Board was set up in December 2012 and details of work carried out by that Board can be found under activity H A 05 for updates. *(See Housing and Infrastructure)* |

### E - Promote a positive image of North Norfolk as a premier visitor destination

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - J E 01 - 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 | On Track | | The DMO was launched in July 2013 and is actively involved in recruiting new business membership. The first quarterly review is due by 1 October 2013. |

## Housing and Infrastructure

### A - Increase the number of new homes built within the District and reduce the number of empty properties

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - H A 01 - We will bring forward detailed proposals on allocated sites by better engagement with developers | On Track | | Progress continues to be made on delivering permissions/development on the allocated sites. Planning applications have been approved in respect of the allocations at Stalham, Wells, Holt (H01). Developments are on-site at allocations at Cromer, Hoveton and Blakeney. Positive discussions are progressing with developers in respect of allocated sites in Cromer, North Walsham and Holt which are anticipated to see formal planning applications being submitted before the end of the year.There is also some progress on the smaller allocations in villages. |

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - H A 02 - We will produce development briefs on 3 of the allocated sites | Some Problems | | The Stalham Brief was approved.<br><br>The Holt brief has been through public consultation and was approved by Cabinet on 15 July 2013.<br><br>Although the development brief has not been finalised for the HL Food site in North Walsham, a planning application has now been received in respect of this important and high profile brownfield site. It is due to be validated by 23 August 2013.<br><br>No further progress has been made to resolve the highway issues raised through the consultation on the draft development brief prepared for the major site allocation at Fakenham. |
| AAP 13/14 - H A 03 - We will seek to increase the number of new homes built of all tenures | On Track | | Measures have been taken to increase delivery over the coming year via the introduction of a Housing Incentive Scheme approved by Full Council in July 2013. |
| AAP 13/14 - H A 04 - We will encourage the development of neighbourhood plans by supporting towns and parishes when they indicate a desire to go down that route | On Track | | There remains little interest in preparing Neighbourhood Plans in the District. Officers continue to provide general advice and to attend Parish and Town Council's on request. Holt Town Council and Corpusty Parish Council have indicated a wish to apply for Neighbourhood Forum status and public consultation on these proposals commenced on 21 August 2013. |
| AAP 13/14 - H A 05 - We will support owners to bring empty homes back into use and provide opportunities to do so through advertising of private rented properties and the Empty Homes matching service. Where owners are reluctant to bring properties back into use we will take enforcement action as required. This will be enacted by the implementation of the recently approved Empty Homes Policy and Enforcement Policy | On Track | | Over the quarter the Enforcement Board has continued to work on the 43 long term empty homes originally referred to it. Of these properties 3 have been brought back into use, a further 6 have either schemes to undertake work or are being actively marketed. In addition action has been taken in a number of cases, which although not bringing the property back into use has significantly improved the visual amenity of the neighbourhood. Over the next quarter enforcement action is planned against a number of properties which remain long term vacant across a range of legislative provisions.<br><br>Further long term empties are currently being identified and these will be fed into the Enforcement Board over the coming months. |

### B - Increase the number of affordable homes with a range of tenure types

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - H B 01 - We will evaluate our approach to viability assessments, which assess the proportion of affordable housing that are viable to include in housing developments, to maximise development opportunities | Postponed or Delayed | | This activity is currently delayed. It will be completed by March 2014. However, in the meantime a flexible and responsive approach to viability assessments will be used. On 15 July Cabinet recommended to Full Council the adoption of a Housing Incentive Scheme which will introduce for a fixed period a lower affordable housing requirement across parts of North Norfolk which will mean that more developments can come forward without submitting viability assessments. |

### C - Secure investment in new infrastructure

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - H C 01 - We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district | Postponed or Delayed | | The Council has resolved to suspend consideration of the possible introduction of the Community Infrastructure Levy pending improvements in development viability. |

## Coast, Countryside and Built Heritage

### 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

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - C A 01 - We will assess and implement requirements for new Green Flag awards and work to retain the existing awards | Completed Successfully | ✓ | Green flags have been awarded to both Holt Country Park and Sadlers Wood North Walsham. A new Green Flag for Pretty Corner Woods in Sheringham has been awarded which now brings the total for the District to three. |
| AAP 13/14 - C A 02 - We will work with other agencies to retain three of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast awards | On Track | | Blue flags have been awarded for Sheringham, Cromer and Sea Palling and Quality Coast Awards for East Runton and Mundesley. Mundesley did not receive Blue Flag status this year due to water quality which is beyond the Council's control. |
| AAP 13/14 - C A 03 - We will achieve zero defaults in our waste and related services contract for cleanliness | Failed | | There have been a number of defaults issued over the quarter relating to isolated performance issues. Kier have responded promptly through adjusting working practices and reallocating resources to ensure past failures are not repeated. The use of defaults under the contract demonstrate effective contract management. |
| AAP 13/14 - C A 04 - We will ensure all reported fly-tips are responded to within 2 working days | Some Problems | | The percentage of waste related cases responded to within 2 days is 74%. Work undertaken directly by Kier accounts for 90% of the response to flytipping and although there has been improvement in their performance only 72% of that work was completed within 2 days. |

## B - Recognise the District's built environment as a heritage asset when promoting North Norfolk

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - C B 01 - We will adopt conservation area appraisals and management plans for Sheringham, Walsingham and Wells | Some Problems | | The Walsingham area appraisal and management plan is currently out to public consultation. The consultation period finished at the end of July 2013. Sheringham and Wells plans are scheduled for public consultation during winter 2013 and could be adopted by summer 2014. |

## C - Design a more cohesive framework for coastline management

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - C C 01 - We will identify specific Integrated Coastal Zone Management (ICZM) projects and identify the means of funding | Progressing to Plan | | Progress has been made with:<br>• Coastal Forum - membership widened and a successful field trip took place. The quarterly Coastal Update information sheet has been well received.<br>• Cromer Coast Protection Scheme - on track for beginning construction Nov/Dec 2013.<br>• Cromer to Winterton Study - outputs are looking to be useful to assist with future funding applications and management planning.<br>• Coast Protection Revenue Works - on track for winter delivery.<br>• Coastal Management Plan - in scoping stage and moving towards approval.<br>• Coastal Adaptive Management - progress being made in development of roll back assistance.<br>• Coastal Hub - website updated and enhance and regular updates provided.<br>• Coast and Marine consultations - Reponses provided as required. |

## D - Continue to defend coastal settlements against erosion wherever practicable

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - C D 01 - We will commission design works and oversee the implementation of the Cromer Defence Scheme | On Track | | Design of the scheme is continuing. The public consultation process is taking place during summer 2013 prior to going out to tender late summer. The consultation covers the impact of the scheme on residents, businesses and visitors to Cromer. The scheme will secure the defences of Cromer for the next sixty years. |
| AAP 13/14 - C D 02 - We will develop and adopt a prioritised programme for future 'selected' coastal defence work schemes | On Track | | A coastal study has been commissioned to model coastal processes and sediment movement. These models are currently being run and the outcomes from the models are now expected in July 2013 as an additional model is being run. The outcomes will be used to inform the development of a programme of works and the requirement to secure associated funding. |

## Localism

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

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - L A 01 - 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 | On Track | | The Council website has been updated with links to relevant guidance etc. and a process in respect of expressions of interest under Community Right to Challenge and nominations under Community Right to Bid was approved by Cabinet in April 2013. |
| AAP 13/14 - L A 02 - We will work with Town and Parish Councils, local organisations and community and voluntary groups to improve health and wellbeing consistent with the aims of the Health and Wellbeing Board | On Track | | Healthy Communities and Ageing Well workshops were held in Cromer and Fakenham in July. The Council will be involved in on-going work in these areas.<br><br>Two Town and Parish Councils submitted applications to the North Norfolk Big Society Fund.<br><br>A bid to the Coastal Communities Fund to deliver improved training and career development in the care sector was unsuccessful. |

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

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - L B 01 - We will commission work to support community planning and for community and voluntary sector capacity building | On Track | | Grant Agreements have been established with the two Citizen's Advice Bureaux that operate in North Norfolk<br><br>The current Service Level Agreement with Voluntary Norfolk ended on 30th June. A review is taking place to identify how the Council can continue to support the Voluntary and Community Sector. |
| AAP 13/14 - L B 02 - We will utilise our resources, statutory powers and influence to encourage communities to realise opportunities for their own future | On Track | | In relation to North Walsham Leadership of Place project, the Council has agreed to further investigate options for town centre investment/enhancement. Planning permission has been granted for the redevelopment of 4 Market St and adjacent site and the transfer of the Council's property is expected to be imminent. Further key decisions rest on the outcome of a pending planning application (Marricks Wire Ropes Site).<br><br>Support and advice is provided to the North Walsham Town Team and the individual projects being implemented by that group.<br><br>Continued support and advice has been given in respect of Holt Vision and the Town's deliberations on the development of a Neighbourhood Plan. |

### C - Encourage the growth of The Big Society within communities

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - L C 01 - We will continue to monitor the community investment fund, known as The Big Society Fund, to invest in local communities, strengthen civil society, and establish the process for determining priorities for expenditure | On Track | | Sixteen grant applications to the North Norfolk Big Society Fund were received. At the July meeting the Panel awarded grants to three organisations:<br><br>Edgefield Village Hall Trust: £5,000 grant towards project to refurbish the hall annex and insulate main hall.<br><br>Sculthorpe Village Management Committee : £5,000 grant towards a project to extend and refurbish kitchen facilities and improve disabled access.<br><br>Norfolk & Suffolk 4 x 4 Response: £1,200 grant to provide Personal Protection Equipment for 4 x 4 response members when working in flood environments.<br><br>One application was deferred as additional information was requested. Two applications which were declined were offered support from the Community Projects Officer. The remainder of applications that were refused were offered information about potential alternative funding sources. The Panel will meet again on 23 September to consider new grant applications. |

## Delivering the Vision

### A - Deliver strong governance arrangements

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - V A 01 - 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 | Completed Successfully | ✔ | The Audit Plan for 2013/14 was approved by the Audit Committee in March 2013. |
| AAP 13/14 - V A 02 - We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High | Needs Attention | | Progress report on outstanding audit recommendations to be produced and followed up October 2013. |
| AAP 13/14 - V A 03 - We will review and improve the revised performance management framework | On Track | | A Management Scorecard and Scorecard Report are provided for managing performance in 2013/14.<br><br>A search function has been added to the performance and risk system to provide an additional route for users to find relevant performance and risk information. |

## B - Ensure that effective communications exist

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - V B 01 - We will optimise media coverage and devise other means of disseminating information to residents regarding Council activities and initiatives and we will place the Council's website and intranet at the heart of all we do | On Track | | The Council website is undergoing a full review by the Web and Graphics Team with the aim of making the site more customer focused. Work has also been undertaken to establish a clearer picture of website usage using Google web analytics. This information in conjunction with other channel access information will drive future development. A consultant has developed a range of papers that will provide an overarching vision for all future Web/Customer Services/ICT transformation.<br><br>The 'planned approach' is working effectively, with particularly successful results regarding the 'No Messing' dog fouling campaign and the 'Big Switch and Save' campaign. |
| AAP 13/14 - V B 02 - We will develop a Customer Access Strategy to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers | On Track | | On track and being developed through the Business Transformation Board. |

## C - Deliver strong and proportionate organisational management in the Council

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - V C 01 - We will review the Council's management arrangements to ensure they remain fit for purpose | Not Started | NS | This activity is scheduled to start December 2013. By this time a complete Management Team, including the last appointed Head of Service, will have been in post for three months. |

## D - Prioritise Services and Functions in line with the wishes of our communities and to deliver our corporate objectives

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - V D 01 - 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 and that the Council does not consider to be a priority | On Track | | The Planning Peer Review report was published during the quarter and a detailed Improvement Plan prepared with some actions being progressed to date and others being taken forward during the autumn / winter by the new Head of Development Management. |
| AAP 13/14 - V D 02 - We will review the CCTV service to identify savings and consider options for the future provision of the service | On Track | | Working party meetings continuing and key stakeholder consultation completed. A report will be submitted to Overview and Scrutiny committee in September 2013 and then to Cabinet in October 2013. |

## E - Deliver year-on-year improvements in efficiency

| Activity | Status | | Progress/ Action Note |
|---|---|---|---|
| AAP 13/14 - V E 01 - We will support the implementation of the cost saving Revenues and Benefits shared services project | Some Problems | | In response to the system implementation problems experienced during 2012, the North Norfolk data was returned to Cromer in January of this year, since when good progress has been made in building the level of staff confidence in the new system. Despite the introduction of Welfare Reforms and the localisation of Council Tax Support which has created additional pressures for the service, significant progress has been made in reducing the backlog of work which built up last year to the point that performance levels are now moving towards the targets set when commissioning the new system.<br><br>Discussions regarding options for the future development of the shared service arrangement with the Borough Council of King's Lynn and West Norfolk (BCKLWN) in light of the revised IT arrangements are to be considered over the period September - December 2013. |
| AAP 13/14 - V E 02 - We will devise and implement budgets to deliver a zero increase in the District Council's part of the Council Tax charge and ensure spend is contained within budgeted allocations | On Track | | Financial plan update to be reported to Cabinet in September. |
| AAP 13/14 - V E 03 - We will review the reward structures to encourage and reward staff, for finding innovative new ways to deliver higher quality services more efficiently | Not Started | NS | Work on this activity has been scheduled for delivery during 2013/14 through the Human Resources service plan. |
| AAP 13/14 - V E 04 - We will review service delivery models and re-tender the leisure contract to ensure increased value for money and health and well-being | On Track | | Report produced for June 2013 Cabinet requesting a contract extension to enable a full analysis of all the options available for future contractual arrangements and the potential re-provision of the Splash site in Sheringham. Initial meeting held with DC Leisure to discuss options around contract extensions and potential savings. |
| AAP 13/14 - V E 05 - We will work towards securing continued accreditation in Investors in People status through reassessment in August 2013 | Completed Successfully | ✔ | The assessment took place between 8 and 17 July 2013. A detailed programme of interviews has taken place. The Council has successfully retained IIP status at bronze level. |
| AAP 13/14 - V E 06 - We will respond to the Peer Review of the Development Management Service by implementing an action plan addressing capacity, resources and performance issues | On Track | | Following the Planning Peer Review conducted in February 2013 a detailed Improvement Plan has been prepared and some early progress made in respect of some objectives during the period April – June 2013 – including the appointment of a new Head of Planning and making additional appointments in the Development Management and Enforcement Teams to address the issues of high volumes and poor levels of performance against target outcomes.<br><br>Further work to deliver the objectives of the Improvement Plan will be taken forward in the coming months with updates being provided in future performance reports. |

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**9 August 2013**