

Annual Report

Version 0.6

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Introduction

The year ended 31 March 2018, was an extremely successful one for North Norfolk District Council.

We made good progress across a number of initiatives, recorded very high levels of customer satisfaction and maintained a strong financial position, as we continue to offer local residents and businesses good value for money with services further improved, alongside sound financial management to ensure we still work within our means.

The Economic Growth Plan was drawn up last year, that helps us plan and deliver a range of projects to help local business grow and sustain jobs for local people. This was highlighted by our leadership of the response to the closure of Oyster Yachts in Hoveton, where we supported the workforce following an Administrator sale with jobs and business secured.

At a community level, we funded a Market Town Initiative to improve the outlook for our inland towns and supported events to encourage the provision of Apprenticeships for our younger people, leading by example with 8 Apprentices now employed at the Council. In the health sector, the Council also enabled new development through its use of assets, with construction of the new medical centre in Cromer commencing to accommodate the additional growth in the area.

The District's business success was reflected in our inaugural North Norfolk Business Awards, held to promote the quality and diversity of the district's business base, with seven businesses of all sizes and sectors taking home winners' trophies.

North Norfolk continued to be the only Council in the County to deliver all of its planned affordable homes, with 90 affordable homes built in the district in the year. The first loan to a Housing Association was issued in January 2018 and is supporting the delivery of a further 91 affordable and market homes on five sites across North Norfolk. We started to use the Government's Community Housing Funds and are working with local organisations to support housing provision in those areas most affected by second homes. The Core Strategy target to deliver an average of 400 homes per year has been exceeded in each of the last four years with completions over this period totalling 1,970 net additions compared to 1,600 target. This year there were 547 new dwellings built of which 90 were affordable homes. These are amongst the highest recorded annual figure over the last twenty years. The forward trajectory suggests high completion rates can be expected for the next two/three years as development proceeds on the larger allocated sites.

Our service delivery continued to be excellent across almost all areas, with completion of Planning Application approvals at its highest level ever, despite difficulties in recruiting qualified staff, and with the service going through a long period of significant and transformational change.

We achieved good results in dealing with fly tipping offences, even though our initial response was slower than we would like, and greatly improved litter collection in the main tourist towns with the introduction of new "big belly" bins.

Our Revenues Team achieved their highest ever rate of Council Tax collection; one of the highest in the whole country, and our Leisure and Localities Team ensured the Council had its most successful result ever, when we secured six Blue Flags – at East and West

Runton, Cromer, Mundesley, Sea Palling and Sheringham – where we provide lifeguard services, better facilities and cleaner beaches. It meant we now have nearly 10% of all the Blue Flag beaches in England, and no district has more. Inland, we also achieved three Green Flag Awards, for Holt Country Park, Sadler's Wood and Pretty Corner Woods.

Governance remained strong at the Council too, with all of our audits achieving satisfactory or substantial rating with no major recommendations arising. Our HR Team improved their recruitment processes and we achieved the lowest sickness absence level ever, dipping below 6 days a year for each member of staff. Our Democratic Services team achieved another national award with Eastlaw, our Legal Services Team, being shortlisted for another, and further increasing their income from external work.

We launched a number of major projects in the year too. A £20m landscaping project will protect the Bacton Gas Terminal and nearby villages, whilst the Council commenced a £11m project to replace the Splash Leisure Centre in Sheringham and a £3m indoor tennis centre as part of the new Community Sports Hub in Cromer, with satellite tennis sites also being improved. We procured a new contract for the Management of Cromer pier and commenced procurement of a new Leisure Management Contract and a Waste and Cleansing Contract with two other councils.

Across our wellbeing services, we achieved our highest ever spend, of almost £1m on Disabled Facility Grants, processing almost double the number of applications from three years ago and enabling more people to stay independent in their own home. 30 grants totalling almost £200,000 were made by our Big Society Fund during the year to support community projects, and our Community Sports Team delivered a programme of low impact exercise for older people in rural communities.

The North Norfolk Sporting Centre of Excellence is proving a great success, with its offer to young people from North Norfolk secondary schools, for specialist coaching at Gresham's School.

Our Digital Transformation Programme delivered its savings target of £350,000 a year early whilst significantly improving customer service. Use of the Council's website increased by 12% and the launch of the web payments form, which allows online payments, means Council customers can make payments at a time that suits them rather than being restricted to office hours. The rollout of mobile working has also helped with service delivery, with over 100 people operating from home during the bad weather in February and helping to keep the Council open.

2017-18 saw our new management team really bedding in and driving the organisation forward and the Council saw real progress made across a range of initiatives; improving our environment, providing excellent service and good value for money for our residents and businesses, and helping to make North Norfolk a better place.

Cllr. John Lee – Leader of the Council

Nick Baker and Steve Blatch – Heads of Paid Service

01 - Jobs and the Local Economy

Strategic Overview

Ten of our 16 projects are on target and four have completed successfully (88%)



Fourteen of the 16 activities are on track, four have successfully completed and only two have had a problem in delivery identified.


67% of our indicators are improving





Performance against four of the indicators are improving and two are worsening.

Objectives

Work to maintain existing jobs and help businesses expand (01 A)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|----------------------------------------------------------------------------------------------|------------------------------|------------------------|---------------|-------------|--------------------|---------------------------------------------------------------------------------------|
| Number of new jobs created (annual) J 027 | - | - | 99 | 2017/18 | Review and Report | |
| Number of economically active - employed & self-employed people (annual) J 010 | 43,900 (March 2015) | 42,000 (March 2016) | 40,300 | March 2017 | - |  |
| Non-Domestic (Business) Rates Base (total number of properties) (annual) J 013 | 6,426 (April 2015) | 6,674 (April 2016) | 6,910 | April 2017 | - |  |

| 2017/18 Projects | Status | Progress/ Action Note |
|------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Report on business engagement programme outputs 01 A 01 | On track |  <p>Coffee Means Business (CMB) SME engagement events have continued to generate consistently strong number of attendees across the district due in part to hosting at a range of locations which includes North Walsham, Fakenham, Cromer and Holkham which has allowed business owners to access the events at a convenient local venue and avoid additional travel.</p> <p>The format of the events has been updated with additional resource provided via the NALEP Growth Hub advisory team taking a prominent place and providing free in depth information to the attendees on the range of grant schemes available.</p> <p>Marketing and communications of the events remains a joint programme of social media including both Facebook and Twitter posts as well as an E-zine / on line digital newsletters via both MENTA and the council allowing us to reach the widest potential audience. This is supplemented through regular updates with both local and regional Chambers of Commerce as well as other strategic business support organisations including FSB, EEF and NWES.</p> <p>In addition to the regular monthly CMB events, a dedicated Business Marketing Conference was held at Northrepps Cottage County Hotel with guest speakers presenting workshops on how to use Google for business, email marketing and social media for business and generated in excess of 60 attendees.</p> <p>MENTA are due to launch a series of free Business Support workshop events within the district as part of an ERDF funded programme which will see them offer new and early stage businesses the opportunity to receive advice, information and tools to focus upon business planning, marketing and basic bookkeeping and self-assessment tasks at venues including both North Walsham and Fakenham. These events will be promoted across the district via the Councils internal Communications team and also through the day to day activities of the Economic Growth team.</p> |

| 2017/18 Projects | Status | | Progress/ Action Note |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Report on business support/ grants provided by third parties in North Norfolk 01 A 02 | On track |  | <p>This year there has seen a significant uplift in funding to local businesses in North Norfolk. Particular progress has been made with the rural grant (LEADER) which has seen £525,778.28 awarded to local businesses. This has been further supported through a programme of bid writing workshops delivered by the Council which supports businesses and community groups who require practical guidance on writing grants and funding applications.</p> |
| Review our current procurement guidance and support local procurement 01 A 03 | On track |  | <p>The review and update of the Council's procurement strategy, guidance and associated policies is scheduled for completion during the 2018/19 financial year. The Procurement Officer is also looking to try and set up some 'meet the buyer' type events to try and engage with more local suppliers, specifically in the building trades as historically we have only managed to attract quite a small pool of local contractors and we want to better understand what the barriers or issues are in tendering for these works.</p> |
| Develop a forward programme of funding opportunities and regularly promote to the business community. To produce a Council list of schemes with potential match funding 01 A 04 | Completed successfully |  | <p>The Council website has been updated with regard to funding advice and a 'top tips' guide has been produced and uploaded to the website. Funding advice is given to businesses and coastal towns via Coastal Community Teams (CCTs) and Town Councils.</p> <p>A funding toolkit has been prepared. This helps businesses to support their business growth aspirations and to seek out the most appropriate sources of funding.</p> <p>A Project Enabler was appointed within the Economic Growth Team to support the development of projects.</p> |
| Monitor future roll out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis 01 A 05 | On track |  | <p>To the end of March 2018 the second contract has implemented 55 new fibre cabinets across North Norfolk District Council which have provided access to fast broadband for over 7,500 North Norfolk District Council properties.</p> <p>21 more cabinets have begun implementation in North Norfolk District Council and a further 24 surveys have been completed.</p> |

Other achievements

The first North Norfolk Business Awards were held – with seven businesses of all sizes and sectors taking home winners' trophies. One of the main purposes of the awards was to promote the quality and diversity of the district's business scene which the winners truly represent.

- Agriculture: Sands Agricultural Machinery
- Business Development & Innovation: Structure-flex (heavy-duty thermoplastic coated technical textiles)
- Business Growth: PSS (steering for trucks, buses, vans and military vehicles)
- Environment: Woodfruits (organic shiitake mushrooms)
- New Business: Amber's Rose (flower preservation)
- Tourism & Hospitality: Thursford Christmas Spectacular
- Young People & Skills: Bill Cleyndert & Company (custom-made furniture)


The awards were organised by the Council and were hosted by Chris Sargisson, chief executive of Norfolk Chamber of Commerce. The awards were supported by Anglian Water, eastlaw, Fakenham & Wells Times, New Anglia Local Enterprise Partnership, Norfolk Hideaways, North Norfolk News, Spire Solicitors and Start&Grow.


The Council ensured that nearly another 700 North Norfolk businesses benefited from more than £370k in rate relief in 2018/19. The largest chunk of money will come in the form of the Local Discretionary Revaluation Relief scheme. This fund has awarded more than £720,000 in North Norfolk over the two years since its introduction in 2017/18. It is designed to help businesses that received steep rises in their bills following the rate revaluations in 2017. The bulk of this cash – more than £500,000 was awarded last year – and is tapered over a four-year period awarding another £220k this year. There are over 500 businesses that benefit from relief and will see their rate increases cut. Supporting Small Businesses Relief is also aimed at helping businesses that were hit by the recent change in rateable values. It is specifically targeted at businesses that saw the loss of small business rates relief or rural rate relief as a result of the revaluation process. More details can be seen in the table below. The figures are for the end of the 2017/18 year and the start of 2018/19.

| Type of Revaluation Relief | 2018/19 | 2017/18 | Notes |
|----------------------------------|-------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supporting small business | £93,825.56 (80 properties) | £117,472.69 (94 properties) | This relief is government funded to local authorities so that they can provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2017 caused by the 2017 NDR revaluation and as a consequence lost Small Business Rates Relief or Rural Rate Relief. This relief will limit any increase to £600 per year for the next 5 years, subject to state aid rules. Amount of Relief The amount of relief will limit these rate increases to £600 per year, so there will be a maximum of £3,000 rates to pay in total over the next 5 years. |
| Pub Relief | £60,000.00 (60 properties) | £62,711.13 (67 properties) | The Pub Relief was a one off payment however at the Budget on 22 November 2017 the Chancellor announced the Government would extend the relief scheme for public houses for another year until 31 st March 2019. The scheme will be available to eligible occupied properties with a rateable value up to £100,000 for 2018/19. Under the scheme, eligible public houses will receive up to a £1,000 discount on their bill for the 2018/19 financial year. |


| | | | |
|--------------------------------------------|------------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local Discount Discretionary Relief | £219,875.00 (549 properties) | £501,677.72 (628 properties) | <p>This relief is based on a local NDR Scheme which has been government funded to local authorities so that they can provide relief for businesses that had an increase from 1 April 2017 caused by the 2017 NDR revaluation and as a consequence per year for the next 5 years, subject to state aid rules.</p> <p>This relief will be based on a banded system awarding businesses that have seen an annual increase in their rates from 1 April 2017 by more than £250. This scheme has been worked out to maximise the number of businesses in North Norfolk based on the government's funding. This funding will be phased out over the next 4 years. The amount of award will be based on the amount of the increase in rates per year for the next 4 years, subject to state aid rules from 1 April 2017.</p> |
| Total | Value £373,700.58 (689 properties) | Value £681,186.54 (789 properties) | |



Increase the number of and support for business start-ups (01 B)



| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|--------------------------------------------------------------|------------------------------|-----------------------|--------------|-------------|--------------------|-------------------------------------------------------------------------------------|
| Number of VAT registered businesses (annual) J 006 | 4,985 (March 2016) | 4,990 (March 2017) | 5,040 | March 2018 | - |  |


| 2017/18 Projects | Status | Progress/ Action Note |
|-------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review funding and implement a new business start-up scheme from September 2016 01 B 01 (2016/17) | Completed successfully |  The business start-up scheme is now in place as a part of a package of support delivered under the New Anglia LEPS Growth Programme. The Council will continue to support, promote and host elements of this programme. |

Improve the job opportunities for young people within the district (01 C)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|--------------------------------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|-------------------------------------------------------------------------------------|
| Number of Job Seeker Allowance claimants (JSA) 18 - 24 year olds (annual) J 009 | 90 (March 2016) | 45 (March 2017) | 65 | March 2018 | - |  |





| 2017/18 Projects | Status | | Progress/ Action Note | |
|-------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Ensure that information on apprenticeships is included within all business engagement activity 01 C 01 | On track |  | There have been a number of significant national changes to apprenticeship support within the last year to which the Council has taken a strong role in disseminating and supporting. Much of this has been delivered directly through 1-2-1 support to local businesses. To support this further an Apprenticeships event for Employers was held on 25 April at The Atrium in North Walsham which saw over 30 attendees. |  |

| 2017/18 Projects | Status | | Progress/ Action Note |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Explore opportunities for further apprenticeships within the Council as an employer 01 C 02 | On track |  | <p>We currently have 9 apprentices across the Council in IT, Recreation, Revenues and Benefits and Building Control. One of our apprentices was recently awarded a college apprenticeship of the year award. A photo event is being held on the 2nd May 2018 between the Vice Principal of the college, our apprentice and Corporate Directors to ensure that we celebrate and promote this huge success. Further success has been achieved by one of our apprentices being awarded outstanding achiever of the year, as part of the Councils achievement awards.</p> <p>At the beginning of the year CLT reviewed the apprenticeship bids that had been made for the year. These came from HR, Communications and the IHAT team. All bids were successful and recruitment to these posts will commence at the end of June to ensure the Council attracts the widest pool of candidates.</p> <p>First reporting on the apprenticeship target for the period 1st April 2017 - 31st March 2018 is due by 30th September 2018. The target requires public bodies to employ 2.3% of their headcount as new apprentices over the period from 1st April 2017 - 31st March 2021. Having 9 apprentices are current percentage of new apprentices is 2.8%. Looking forward to next year we will concentrate on ensuring we are utilising our apprenticeship levy monies to best effect. We aim to do this by reviewing the training currently approved by the Institute of Apprenticeships and providing training to our existing staff as well as to new apprentices.</p> |
| To co-ordinate all of the interested bodies and put together an action plan for North Norfolk to ensure skills match needs and jobs 01 C 03 | On track |  | <p>Supported school careers events. Visited a number of employers and raised school engagement at every meeting. Arranged NNCEIAG meeting location at Bill-Cleyndert in Hoveton on 14 March to develop relationship with local schools. Encouraging local manufacturing and engineering companies to be involved in the North Norfolk Skills & Careers Festival at Paston College on 10 July.</p> |



| 2017/18 Projects | Status | | Progress/ Action Note |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>We will consider the conclusions of the feasibility study to test the most effective model of delivery of a North Norfolk centre for science, technology, engineering and maths (STEM) and develop an appropriate outline business case, with identified potential funding sources</p> <p>01 C 04</p> | Completed successfully |  | <p>The findings of the Business Case for a new STEM Enterprise Centre have been considered and discussed with North Walsham Ward members (the town in which it was suggested to be located). While support to STEM activity (together with local schools and other STEM providers) will continue to be provided, the case for a major capital investment in a new facility such as that proposed is not considered to be sufficiently strong. We will continue to explore options with third parties.</p> |



Support major business opportunities and take-up of allocated employment land across the district (01 D)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target |
|--------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------|-------------|--------------------|
| Business Expansion / land developed / premises filled (sqm) (annual) J 026 | - | - | 8,906 | 2017/18 | Review and Report |

| 2017/18 Projects | Status | | Progress/ Action Note |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Produce a quarterly report of projects to be included in the LEP Project Pipeline and other sources such as Norfolk Business Rate Pool 01 D 01 | Completed successfully |  | A pipeline of potential projects for future delivery continues to be maintained. Close liaison is maintained with the New Anglia Growth Hub and its local Growth Advisor. |
| Construct service plots of land and market for development at Egmore Enterprise Zone 01 D 02 | Some problems |  | Discussions continue with Walsingham Estates in relation to establish an agreement to develop the land. Investigations regarding other potential sites within the Zone are being undertaken. |
| Construct warehouse & office premises and secure tenant at Egmore Enterprise Zone 01 D 03 | Some problems |  | The lease for the proposed tenant at Egmore Business Zone cannot proceed until the legal agreement for the land is completed. Negotiations with Walsingham Estate continues along with investigations regarding an alternative location within the Zone that is in different ownership. |
| Develop an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice 01 D 04 | On track |  | The 'Space to Innovate' prospectus promotes the Enterprise Zone opportunities at Scottow Enterprise Park (SEP) and at Egmore. Input has been made into the new inward investment approach to be operated for NALP and Norfolk. SEP has its own pro-active approach to attracting inward investment and Egmore EZ has been promoted to specific businesses operating within the relevant sector. |

Capitalise on our tourism offer both inland and along our historic coast (01 E)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|-----------------------------------------------------------------|------------------------------|--------------------------|--------------------|-------------|--------------------|-------------------------------------------------------------------------------------|
| Number of visitors to North Norfolk (annual) J 028 | 7,996,600 (2014/15) | 7,950,700 (2015/16) | 8,308,500 | 2016/17 | Review and Report |  |
| Value of visitors in North Norfolk (£) (annual) J 029 | 470,017,033 (2014/15) | 484,756,033 (2015/16) | 490,357,250 | 2016/17 | Review and Report |  |

| 2017/18 Projects | Status | | Progress/ Action Note |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings 01 E 01 | On track |  | Support has been given to Coastal Communities Teams at Wells, Blakeney, Sheringham and the Deep History Coast in support of the tourism economy in coastal locations leading to the submission of bids to the Coastal Communities Fund and other funds. |
| Continue to support the Destination Management Organisation (DMO) and explore opportunities to increase its effectiveness and financial sustainability 01 E 02 | On track |  | The Visit North Norfolk (VNN) Board has recently agreed a way forward which will hopefully prove a financially sustainable model. It will continue to operate as an independent organisation and will fund its core costs through membership, sponsorship and exploring other commercial opportunities. The Council will continue to actively engage with VNN to support the tourism agenda and support tourism businesses as required. |

Other achievements

The Council commissions a 'Volume and Value' report each year which examines the economic impact of tourism within North Norfolk. The 2016 report has recently been received. The figures suggest a positive picture across most of the metrics compared with the previous year (which was itself a strong year). The number and value of spend of day trips has increased, as have the number of overnight trips and their value. The number of tourism jobs has also increased by 1.4% against 2015 figures.

97.22% of food businesses have proved broadly compliant with the Food Hygiene Rating Scheme.

02 - Housing and Infrastructure

Strategic Overview

9 of our 10 projects are on target (90%)

9 of the 10 activities are on track, one has had a problem in delivery identified, one has not started as it has been subsumed into another activity and one has been cancelled as it is no longer required.

100% of our targets met or exceeded



against all four of the targeted performance indicators are above or on target.


Performance against two of the indicators is improving and eight are worsening.






Commentary is provided to indicate action considered to address the 'general health' actions.

Objectives

Increase the number of new homes built in the district (02 A)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|---------------------------------------------------------------------------------------|
| Number of new homes built of all tenures (annual) H 001 | 479 (2015/6) | 442 (2016/17) | 547 | 2017/18 | 400 |  |
| Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008 | 632 (2015/16) | 1,280 (2016/17) | 570 | Mar 17/18 | 444 |  |






| 2017/18 Projects | Status | Progress/ Action Note |
|------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review 02 A 01 | On track |  A revised Housing Incentive Scheme was Introduced in April. The scheme is programmed to stay open until the completion of Local Plan review and adoption of new policies. A number of neighbourhood plans are progressing, North Norfolk District Council specific guidance has been issued which identifies the strategic policies which neighbourhood plans (NP) are required to be in general conformity with. Dialogue is also encouraged in relation to emerging Local Plan approaches. Corpusty have submitted their plan for formal examination which will include a period of public consultation. |


| 2017/18 Projects | Status | | Progress/ Action Note | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Identify new housing sites through the local plan review process 02 A 02 | On track |  | Site appraisal work is nearing completion and the Planning Policy Working Party is currently identifying 'provisional' options for future allocation in the new Local Plan. These options will be subject to public consultation in January 2019. | |
| Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development 02 A 03 | On track |  | The first loan to a Housing Association was issued in January 2018 and is supporting the delivery of 91 affordable and market homes on 5 sites across North Norfolk. Future opportunities and mechanisms to support housing delivery are subject to ongoing discussions. |  |
| Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review 02 A 04 (2016/17) | Cancelled |  | This action has been cancelled as an updated Strategic Housing Market Assessment has now been completed providing overall housing need information. As additional information requirements are identified which cannot be met from existing sources, the appropriate methodology will be used to ensure timely provision of the housing needs information. |  |




Other achievements

The Development Management Service in the Planning department has continued to improve; the highest level ever recorded has been achieved for the turnaround of planning applications.

Address housing need through the provision of more affordable housing (02 B)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | | | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------|-------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---|-------------------------|-----|-------------------------|-----|----------|-----|-----------------|------|
| Number of people on the housing waiting list - total (annual) H 004 | 2,346 (2015/16) | 2,479 (2016/17) | 2,644 | 2017/18 | Health of North Norfolk Measure |  | | | | | | | | | | |
| <p>The numbers on the waiting list are increasing, this could be due to many factors being a change in person's circumstances i.e. breakdown in relationships, loss of employment. but also the cost of private rental is making this an unaffordable option for customers. As a service we are finding the demands on the private rented market is increasing, customers are finding it harder to secure private rented due to the high rental charges, and are looking to social housing as this offers them more security. Customers also do not have to find in some cases 6 months to a year rental up front that private landlords are requesting especially if a customer has had difficulty in previous tenancies or a bad credit rating.</p> <p>Number of Housing Waiting list as at 31 March 2018</p> <table><tr><td>Priority Card</td><td>2</td></tr><tr><td>Housing Register Band 1</td><td>165</td></tr><tr><td>Housing Register Band 2</td><td>152</td></tr><tr><td>Transfer</td><td>480</td></tr><tr><td>Housing Options</td><td>1845</td></tr></table> | | | | | | | Priority Card | 2 | Housing Register Band 1 | 165 | Housing Register Band 2 | 152 | Transfer | 480 | Housing Options | 1845 |
| Priority Card | 2 | | | | | | | | | | | | | | | |
| Housing Register Band 1 | 165 | | | | | | | | | | | | | | | |
| Housing Register Band 2 | 152 | | | | | | | | | | | | | | | |
| Transfer | 480 | | | | | | | | | | | | | | | |
| Housing Options | 1845 | | | | | | | | | | | | | | | |
| Number of households from the housing register rehoused (monthly cumulative) H 005 | 336 (2015/16) | 391 (2016/17) | 376 | 2017/18 | Health of North Norfolk Measure |   | | | | | | | | | | |
| <p>In comparison to last year (2016/2017 391) the number of relets are down but are up from financial year 2015/16 when they stood at 336. This will be due to a number of factors being some social landlords are continuing with their disposal programme, customers not moving as frequently out from social housing, delays with housing development in Fakenham. There is no trend and this will always fluctuate each financial year.</p> | | | | | | | | | | | | | | | | |
| Number of affordable homes built (monthly cumulative) H 007 | 66 (2015/16) | 83 (2016/17) | 90 | 2017/18 | Review and Report |   | | | | | | | | | | |

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|-----------------------------------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|---------------------------------|-------------------------------------------------------------------------------------|
| Number of affordable homes granted planning permission (monthly cumulative) HS 009 | 76 (2015/16) | 196 (2016/17) | 85 | 2017/18 | Health of North Norfolk Measure |  |


| 2017/18 Projects | Status | | Progress/ Action Note |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continue to negotiate sufficient affordable housing through S106 agreements from planning applications 02 B 01 | On track |  | The Community Housing team is engaging with parishes in the target area to support the delivery of community led housing schemes to address the impact of second and holiday homes with consultation events to seek wider community views held in two parishes in 2017/18. A review of second and holiday home data has shown only one parish now has now second or holiday homes. Work is ongoing in partnership with Housing Associations to deliver new affordable homes to buy and rent to meet both general and local housing need. The viable amount of affordable housing on market sites is secured through Section 106 Agreements to ensure timely delivery of completed affordable dwellings. |
| Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes 02 B 02 | On track |  | The Community Housing Team have attended a number of parish council meetings to discuss the opportunity presented by the Community Housing Fund and are focused on engaging with communities where at least 10% of all dwellings are second or holiday homes. This forms part of work to support the delivery of exception housing schemes to meet the local housing need of parishes across North Norfolk, although work in parishes which are not in the target area is responsive not proactive due to staff capacity. |
| Purchase additional temporary accommodation for homeless households 02 B 03 | On track |  | The need for temporary accommodation is regularly reviewed. Discussions are ongoing to procure more properties for temporary accommodation to include two further properties suitable for a wheelchair user. |

Other achievements




By the end of March, 90 additional affordable homes had been completed. This was less than the 117 expected in February due to adverse weather and issues re utility connections. The completion of 27 affordable dwellings slipped into the 2018/19 financial year. In March, five affordable homes for rent at Great Ryburgh were completed.


North Norfolk is the only council in Norfolk to complete all of its housing targets and secured more affordable housing than any other district in the county.

Ensure new housing contributes to the prosperity of the area (02 C)


| 2017/18 Projects | Status | | Progress/ Action Note |
|-------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Produce draft Local Plan and carry out public consultation 02 C 01 | Some problems |  | Work on the overview of development management policies has started but progress is slower than desirable. Completion of site appraisal work is expected to improve capacity to undertake this work over the next quarter. |




Reduce the number of empty properties (02 D)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|--------------------------------------------------------------------------------------|
| Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009 | 119 (March 2016) | 127 (March 2017) | 137 | March 2018 | Monitor |  |
| Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002 | 637 (March 2016) | 566 (March 2017) | 725 | March 2017 | Monitor |  |
| Number of long term empty homes (6 months or more as at October each year) (annual) H 002 | 500 (Oct 2015) | 504 (Oct 2016) | 603 | Oct 2017 | Monitor |  |
| <p>Following steady increase month on month of the number of empty properties across the district the Combined Enforcement Team, supported by field officers from Environmental Health have carried out a targeted inspection of analysis and review of all properties empty in excess of 6 months. The quality of the information provided by owners of recently occupied former empty homes and/or renovated 'second' homes was found to be poor leading to inaccuracy in the reported numbers of long-term empty homes. Following the action the numbers of long-term empty properties have significantly reduced and are to a level comparable or better than previous years.</p> | | | | | | |

| 2017/18 Projects | Status | Progress/ Action Note |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide a fortnightly update on Enforcement Board Matrix actions to all Members and a six monthly update on Enforcement Board actions/progress to Cabinet and Overview & Scrutiny Committee to bring empty properties back into use 02 D 01 | On track |  More long term empty properties have been returned to use following the intervention of the Enforcement Board. 10 George Street Sheringham has been empty since 2013 and is now renovated and occupied by a young couple following intervention to bring about a change in ownership. Eastview at Walcott is a unique property built around a former railway carriage. The near derelict property has been transformed by new occupiers following action by the Enforcement Board to bring about a change in ownership. Many other long-term empty properties on the Enforcement Board agenda are at various stages of renovation. |

Improve the infrastructure needs of the district (02 E)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|--------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|-------------------------------------------------------------------------------------|
| Number of settlements that have had Broadband upgraded (annual) J 008 | 33 (2015/16) | 32 (2016/17) | 23 | 2017/18 | - |  |

| 2017/18 Projects | Status | | Progress/ Action Note |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report 02 E 01 | On track |  | The Greater Anglia franchise have confirmed they will be replacing their entire existing rolling stock fleet with brand new trains in 2019/20. The Council will continue to work with Greater Anglia and local stakeholders to deliver platform extension improvements at Sheringham Station to accommodate the additional carriage. |
| Officers to bring forward a paper regarding car parking at North Walsham Railway Station 02 E 02 | On track |  | Negotiations to acquire the car park site (subject to cabinet consent), are finalising and anticipated to be agreed. Further discussions with Great Anglia have been held regarding developing a ramped access to the platform and management of their existing car park. Agreement in principle by them is still being sought to these proposal, before detailed design work and costings are undertaken. |
| Consult and then obtain agreement on a process for securing contributions towards road infrastructure from development proposals in the district known as section 106 agreements 02 E 02 (2016/17) | Not started |  | The Council's approach to Section 106 obligations will be considered as part of the Local Plan review. |
| | | | Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%. |

03 - Coast and Countryside

Strategic Overview



Ten of our 12 projects are on target (83%)





Activities and outcomes are being delivered against this priority. Eleven of the twelve activities are on track, one has been completed successfully and none have had a problem in delivery.

We are awaiting audited information on two targets. A further two were changed mid-year and will be measured from April 2018 and one indicator has worsened.

Objectives




Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations (03 A)

| 2017/18 Projects | Status | Progress/ Action Note |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supporting fishing and agriculture in North Norfolk through accessing suitable funding streams such as LEADER programmes 03 A 01 | On track |  The North Norfolk Commercial Fishing Forum continues to remain a valuable group which this Council supports as an important business sector and to which support is provided for projects and funding as required. |
| Continue to develop and promote the Norfolk & Suffolk Coastal Partnership 03 A 02 | On track |  The Coastal Partnership East (CPE) Management Team are developing a resourcing plan in order to ensure targeted appointments to the team to enable delivery of Coastal Partnership East three-year business plan and develop longer term team resilience. Coastal Engineering Manager has been developing cross authority procurement mechanisms for coastal management consultancy, monitoring and works in order to streamline the procurement processes whilst ensuring compliance and value for money. Successful allocation of LEP funds and Anglian Water funding to coastal management schemes through joint working with Coastal Partnership East Funding Manager. ICT across the councils has been explored further, no easy solutions to ICT needs but some improvements developing. |

| 2017/18 Projects | Status | | Progress/ Action Note |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Continue to work with private sector partners on a scheme for Bacton and affected communities</p> <p>03 A 03</p> | On track |  | <p>£1,050,000 New Anglia LEP funding has been allocated to the Bacton to Walcott Sandscaping Project. Concept note submitted to EU Interreg 2 Seas programme with Dutch and Belgian partners to seek funding for the Sandscaping Scheme and develop future monitoring. Other EU funding streams are under consideration. Planning and Marine licence applications are under development for submission in late June. The Expression of Interest for Main Works Contractor has been publicised. A Local Liaison Group has been set up to assist communication with local representatives and communities.</p> |
| <p>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 Coast' concept</p> <p>03 A 04</p> | Completed successfully |  | <p>The west prom works are now substantially complete. The future use of the vacant space currently within the Art Deco block is still being considered and an options appraisal is underway in terms of various options for future use. The Deep History Coast has its own performance indicators and is now being treated as a separate project in its own right. The future of the Art Deco block will also be treated as a separate project.</p> |
| <p>Refurbish coastal defences at Mundesley</p> <p>03 A 05</p> | On track |  | <p>Mundesley Outline Business Case for Flood and Coastal Erosion Risk Management Grant in Aid near finalisation and to be submitted to Environment Agency in due course. £250,000 Anglian Water Funds allocated to Mundesley Coastal Management Project. Coast Protection Notification to be publicised soon.</p> |
| <p>Analyse criteria for funding requirement from the emerging £90m coastal community fund</p> <p>03 A 02 (2016/17)</p> | On track |  | <p>A list of funding opportunities and relevant projects is being maintained and advice is routinely provided to local businesses (including those involved in fishing and agriculture) on current business support and funding opportunities (particularly the current LEADER programme operating across the area). The North Norfolk Commercial fisheries Forum, representing the local fishing sector and related activities, is the means by which activities affecting the local fishing sector can be coordinated.</p> |

Protect the wonderful countryside and encourage sustainable access (03 B)


| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------|-------------|--------------------|---|
| Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010 | 1,728 (2015/16) | 2,248 (2016/17) | 1,118 | 2017/18 | 1,500 | |
| Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011 | 2,312 (2015/16) | 2,883 (2016/17) | 1,616 | 2017/18 | 1,900 | ● |
| Following a review of the events which were being run by the countryside service it was agreed by the team and senior colleagues that we would focus more on providing a fewer number of higher quality events. It was agreed to drop the 'number of events' target and replace with an income target. Going forward we will be looking to increase these targets annually as we establish our events programme. | | | | | | |

| 2017/18 Projects | Status | | Progress/ Action Note | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future 03 B 01 | On track |  | Further work has now been undertaken and feedback received via external organisations as to what improvements could be made. | |
| 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 03 B 02 | On track |  | Blue Flags have been awarded at all six beaches. The Council also hosted the national Keep Britain Tidy Blue Flag Awards ceremony on Cromer Pier on 17 May 2018. | ● |
| Assess and implement requirements for new Green Flag Awards and work to retain existing awards 03 B 03 | On track |  | Green Flag applications for 2018 have now been submitted. | ● |

The Council has installed 12 'smart' solar-powered litter bins in Cromer and Wells. The new 'Big Belly' bins can take approximately eight times as much litter as a traditional street bin and are powered by a solar panel fixed to the top of the bin, using sunlight to charge the internal battery. The sealed bins cannot be accessed by vermin such as rats or birds, and Council officers can monitor content levels or check when the bins have been emptied using an online system.

Continue to improve recycling rates and reduce the amount of waste material going to landfill (03 C)



| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target |
|---------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|-------------------------------------------------|-------------|-----------------------------------------------------------------|
| Percentage of household waste sent for reuse, recycling and composting (monthly cumulative) ES 001 | 42.20% (2015/16) | 42.04% (2016/17) | 42.00% (Provisional data only) | 2017/18 | Review and Report |
| Waste - All Household - (tonnage) (annual) ES 020 | 43,424 (2014/15) | 39,661 (2015/16) | 41,409 (Provisional data only) | 2016/17 | Annual review in October when accurate information is available |



| 2017/18 Projects | Status | Progress/Action note |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Norfolk Waste Partnership (NWP) Board continues to work on the following four work streams to maximise recycling: <ul style="list-style-type: none"> • Collection frequency and food waste collections • Develop reuse, repair and recycling systems • Develop a Communications Strategy to encourage the public to help in reducing waste sent for disposal • Infrastructure review for depots and Recycling Centres 03 C 01 | On track  | <p>The NWP's communications and marketing strategy has been developed. Comms activity has focussed on anti-contamination and plastic packaging.</p> <p>The Community Fridge in Fakenham has been the most successful of all Norfolk's community fridges. There will be no impact on NNDC as a result of depot rationalisation, however, other aspects of this as a wider work stream could come into play as part of the new waste contract.</p> |

Other achievements

The Council launched the "Give Your Recycling a Little Bit of Love" campaign. This campaign's primary focus is to let residents know the '3 simple rules' to recycling: Clean, Dry and Don't Bag It.

Improve the environment both in our towns and in the countryside (03 D)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|---------------|-------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007 | 80.00% (2015/16) | 68.00% (2016/17) | 64.00% | 2017/18 | 80.00% |   |
| There has continued to be issues with response times to fly-tipping. Measures have been agreed with Kier to help deal with this and we have also increased our environmental ranger team to enable a faster response. | | | | | | |

| 2017/18 Projects | Status | | Progress/ Action Note |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Through the work of the Council's Enforcement Board take appropriate action across all services to address properties which create eyesores 03 D 01 | On Track |  | <p>The current case load of the Enforcement Board is around 35 and a recent inspection and analysis of long-term empty properties has identified more properties to add to the caseload over the next 12 months.</p> <p>The first two properties proposed for Compulsory Purchase Order at Sculthorpe have been completed and are currently with Property Services to agree a marketing plan to maximise income from the resale.</p> |
| Review and monitor our approach to environmental enforcement and give community engagement schemes more power to act on the Council's behalf 03 D 02 | On track |  | <p>Community Engagement schemes have continued throughout the year. There are several active community dog wardens who undertake regular patrols and provide information into the Department. Around litter there are regular community litter picks undertaken throughout the year across the district. The two-minute beach clean has been extended to additional sites and has been successful in encouraging resident and visitors alike to collect rubbish when walking on our beaches.</p> <p>Work was undertaken to review the ability to pass more of our enforcement powers to community groups. Due to the sporadic spread of groups geographically and identified issues related to authorisations of individuals not employed by the Council this has not been progressed. The Team have instead re-profiled the officer cohort to include two Environmental Rangers who undertake enforcement activity in the communities and direct community engagement work.</p> |

Other achievements

The Council held the annual Greenbuild event which attracted over 6,500 visitors and will be held at Felbrigg again next year on 8 and 9 September 2018.

Development Management's focus remains firmly on exceeding the Government targets for major and non-major applications. Our last figure for majors is 95.00% (Government target is 60%) and for non- majors 92.40% (Government target is 70%).

04 - Health and Wellbeing

Strategic Overview

All of our 10 projects are on target (100%)

Nine activities are on track and one has been completed successfully.






We met or exceeded 67% of our targets

Performance against two of the three targeted performance indicators is on or above target and one is close to target.








Performance against three of the indicators are improving and two are worsening.


Objectives



Support local residents and their communities (04 A)

| 2017/18 Projects | Status | Progress/ Action Note |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promote and monitor the Big Society Fund throughout the year 04 A 01 | On track |  In 2017/18, a total of 30 Big Society Fund grants were approved totalling £188,944.86 to support a range of community projects across North Norfolk.  |
| Consider the Business Plan for provision of solar panels on the Council offices 04 A 02 | On track |  The first stage of the tender process in relation to the replacement glazing and glulam beam repairs has now been completed and a preferred supplier has now been selected. The second stage of the tender process is now to arrive at a firm price for the works. The provision of solar panels will be considered alongside this process and any implementation will be dependent upon the outcome of the business case. |
| Monitor the operation of the advice and information service in North Norfolk, ensure suitable engagement and report on its outcomes 04 A 03 | On track |  The contract through which advice and information services are provided across North Norfolk is regularly monitored. There is good communication and engagement with the contractor and no issues or concerns with service provision.  |

Address issues leading to ill health and improve the quality of life for all our residents (04 B)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027 | 18.0 (2015/16) | 22.0 (2016/17) | 20.0 | 2017/18 | 20.0 |  |  |  |
| Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028 | 14.0 (2015/16) | 22.0 (2016/17) | 14.0 | 2017/18 | 14.0 |  |  |  |
| Number of Disabled Facilities Grants completed (monthly cumulative) HW 003 | 79 (2015/16) | 140 (2016/17) | 124 | 2017/18 | - - - | | |  |




| 2017/18 Projects | Status | | Progress/ Action Note |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 04 B 01 | On track |  | All opportunities to engage with communities are taken to engage and discuss the benefits of local community resilience planning. This has been delivered recently and Overstrand and Cromer are in the process of creating draft plans. Overstrand are actively engaged with the Civil Contingencies Team in developing their plan. Hindringham Parish Council have been in contact as they wish to devise their own plan. |







| 2017/18 Projects | Status | | Progress/ Action Note | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Continue to work with a wide range of partners to develop and extend the Early Help Hub to provide early intervention and preventative support to vulnerable families and older people 04 B 02 | On track |  | There is a steady increase in the number of referrals to the Hub in respect of children, families and adults of all ages. Multiagency engagement with the Hub and attendance at the weekly collaboration meetings has expanded. There has been an increase in co-ordination and partnership working which has improved outcomes for cases referred to the Hub for both the client and the organisations involved. New Help Hub publicity leaflet for professionals has been designed and distributed. |  |



Other achievements

On the back of the successful exercise Flying Fish II in October 2017 it was recommended that this style of exercise is rolled out to other local at risk flood areas.

Encourage participation in a range of sports and activities (04 C)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | | |
|---------------------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Participation at Council sports facilities (monthly cumulative) LE 004 | 558,102 (2015/16) | 558,395 (2016/17) | 551,310 | 2017/18 | 566,615 |  |  |  |

| 2017/18 Projects | Status | | Progress/ Action Note | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Capitalise on the North Norfolk Sporting Centre of Excellence initiative and extend the range of opportunities within it, to encourage talented young people to aim for and reach the highest possible level in their sport 04 C 01 | On track |  | Now delivering term three. The programme continues to be successful, with many youngsters representing Norfolk. |  |
| Implement the work streams contained in the leisure facilities strategy; consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham, lead the feasibility for an indoor tennis facility, work with local clubs to support a purpose built gymnastic facility in North Walsham, work with the community to realise the reopening of the Fakenham academy pool 04 C 02 | On track |  | The new leisure facility at the Splash site is on target, as is the new Community Sports Hub at Cromer incorporating the indoor tennis centre. The North Walsham gymnastic club has now found a new facility and so that element has been completed. |  |
| Complete new football pitch and changing facilities at Cabbell Park 04 C 03 | On track |  | The Council continues to advise on the new facility. The Council is working with Cromer Town FC to revise their current licence to help their sustainability. | |
| Develop a framework for which events the Council support, recognising the sporting and economic benefits realised for the district 04 C 04 | Completed successfully |  | Framework complete. | |

| 2017/18 Projects | Status | | Progress/ Action Note | |
|-------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Support communities to develop and sustain Sports Clubs and Hubs 04 C 05 | On track |  | <p>The project continues to be successful, and make those hard to reach communities more fit and healthy.</p> <p>There is a new running club being set up at Stalham. Seated exercise has now been set up in Holt, Cromer and Sheringham. A total of 10 community sports hubs have now been set up. This is the fourth and final year of this project and so we are offering support in order to make those hubs sustainable in the longer term.</p> |  |

05 - Delivering Service Excellence

Strategic Overview

Eighteen of our 21 projects are on target or completed successfully (86%)

Fifteen of the 21 activities are on track, four have been completed successfully and only two have identified a problem in delivery.


We are on or above target for 77% of our performance targets


Performance against ten of the performance indicators, where a target has been set, are on or above target while a further one is close to target and two are below target.



Performance against ten of the indicators are improving and five are worsening.





Objectives




Help you to get what you need from the Council easily (05 A)

| Key Performance Indicators | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | |
|--------------------------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|---------------------------------------------------------------------------------------|
| Visits to the Council website (monthly cumulative) WG 005 | 453,272 (2015/16) | 563,502 (2016/17) | 601,559 | 2017/18 | - |  |

| 2017/18 Projects | Status | Progress/ Action Note |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintain progress on all projects within the Council's Digital Transformation Programme 05 A 01 | On track  | <p>The go-live of the web payments form which allows online payments represents a significant step forward in channel shift for payment transactions. In the first two months of availability there have been over 5,000 payments made via this service. Many of them have occurred out of normal business hours which would not have been possible before this service was made available. This means that Council customers can make payments at a time that suits them rather than being restricted to office hours.</p> <p>The Business Process Review in Environmental Health (EH) continues in line with the rollout of the new EH system and as a part of this officers are trialling Food Hygiene inspection completions in the field using an "App" on a portable tablet.</p> |

| 2017/18 Projects | Status | | Progress/ Action Note |
|-------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Complete the implementation of the Business Process Review (BPR) in the Planning Service 05 A 02 | Some problems |  | <p>Progress is being made on the web-based mapping tool but has been slightly delayed by the need to data cleanse all of the information held on the GIS. Phase 2 of the pre-application project is planned to go live in July 2018. This will help form a comprehensive 'self-serve', web-based tool for customers. It should be noted that this project has needed to be balanced against the requirement to manage change while delivering business as usual services in Planning.</p> |
| Ongoing HR Business Process Review 05 A 03 | On track |  | <p>Leave management (self-service for all leave and absence requests) has been in use since November 2017. All personnel files have been scanned and HR is currently piloting the use of SharePoint as part of the Digital Transformation programme of work.</p> <p>We have recently agreed a three-year extension to our contract for the HR IT system which will mean that further self-service developments can now be planned and implemented.</p> <p>The Web Recruitment module is planned for later this year which will allow for an effective applicant tracking service where prospective employees can register an interest, be notified about current positions and apply for vacancies online. Once this module has been successfully implemented, the next planned module is Talent which will enable the Council to identify talent and development needs for succession planning.</p> <p>We are increasingly using e-learning to support staff training and development, for example during staff induction but also to support wider corporate training such as in emergency planning and GDPR.</p> |





| 2017/18 Projects | Status | | Progress/ Action Note |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency 05 A 04 | On track |  | <p>All of the in scope service areas within Environmental Health (EH) have completed the review cycles and identified the desired future models for the processes in their areas. This work has been completed more quickly than originally anticipated.</p> <p>Implementation of the new IT system in EH continues to progress with the Licensing Team live on the system, further system updates are expected shortly which will add to the functionality including the interaction with license applicants. The food mobile testing identified some improvements were needed to ensure we offered the same quality of correspondence as before and we are working with the software supplier to deliver these.</p> <p>The Garden Bin renewal project has not yet gone live due to difficulties in the web form which offers the ability for customers to renew via direct debit; it is anticipated that this will be resolved shortly. Despite this it is expected that, when live, customers will be able to self-serve much more effectively than before and that the processes around renewal will be easier and quicker for customers.</p> <p>The next set of build cycles are being planned and these are predominantly linked to the Environmental Health IT implementation so that we maximise the benefits around efficiency and effectiveness.</p> |
| Implement the outcomes arising from the Communication Strategy approved by Cabinet February 2017 05 A 05 | On track |  | <p>For the first time in the Council's history, a joint appointment to the role of Communications and PR Manager has been made and progress is being made to strengthen the use of communications channels, specifically to improve the use of digital comms. An exercise to revise the Council's corporate identity has been undertaken. A new logo, strapline and strengthened identity have been introduced to ensure Council's comms are consistent and professional. A similar exercise has been conducted for Cromer Pier to reflect NNDC's proud custodianship of a significant asset.</p> |
| Promote and optimise the use of social media and our website for those communicating and doing business with the Council 05 A 06 | On track |  | <p>Increased diversity of social media posts have included corporate news, external Council activity, job adverts, economic growth information, cultural and sporting events, advocate news and supportive news for partners.</p> <p>Increase in Twitter followers of 19% year on year between April 2017 and April 2018.</p> |
| Maintain and develop the Council's website to enable better transactional activity for all customer groups 05 A 07 | On track |  | <p>A new channel communications approach has been adopted by the Digital Transformation Board and individual service objectives have been assigned in appraisals. A planning process for website development is being put in place.</p> |




| 2017/18 Projects | Status | | Progress/ Action Note |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Use pro-active and promotional campaigns linked to the Council's priorities 05 A 08 | On track |  | Campaign work has included the Antiques Roadshow visit to Cromer, the Council hosting the Blue Flag national awards, Orchestras Live series of concerts and workshops, sports provision, #2minutebeachclean boards along the coast and proposed new leisure facilities |
| Monitor rollout of Universal Credit in the District, working closely with the Department of Work and Pensions (DWP) 05 A 09 | On track |  | The preparations for the roll-out of Full Service remains on track for roll out later this year and into 2019. The Council continues to liaise with the DWP and other stakeholders to ensure the successful implementation of these changes. |
| Review our use of assets through the One Public Estate (OPE) programme 05 A 06 (2016/17) | On track |  | The OPE Board made the submission for the OPE phase 6 bidding round, which included Kelling Hospital. £80,000 was received for the Kelling Hospital Masterplanning exercise. |





Other challenges

The Government has put in place a process to transfer responsibility for land charges from local government to the Land Registry. The first phase of migration is taking place in 2018, but there is no timescale for migration of other local authorities as yet. This could result in substantially reduced fee income and increased costs. A careful watch to assess the impacts of this development is taking place.

Ensure the Council's finances continue to be well managed and inform our decision making (05 B)

| Key Performance Indicators | Same year last period before | Same last year period | Latest Data | Time Period | Latest Data Target | | |
|----------------------------------------------------------------------------------|------------------------------|-----------------------|---------------|-------------|--------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Percentage of council tax collected (monthly cumulative) RB 009 | 98.56% (2015/16) | 98.70% (2016/17) | 98.71% | 2017/18 | 98.50% |  |  |
| Percentage of non-domestic rates collected (monthly cumulative) RB 010 | 99.32% (2015/16) | 99.36% (2016/17) | 99.37% | 2017/18 | 99.20% |  |  |

| 2017/18 Projects | Status | | Progress/ Action Note |
|-----------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Procure new Pier Management Contract 05 B 01 | Completed successfully |  | The contract has been awarded and reported through Cabinet. New contract documentation has been agreed and completed. The new contract commenced on 1 February 2018 and will see both local events and the Pier Show secured for the future and a wider programme of maintenance works on the Pier. |
| Continue procurement of Contract for Waste and Related Services 05 B 02 | On track |  | Work on a joint procurement with Breckland Council and the Borough Council of Kings Lynn and West Norfolk is progressing to timetable. As part of this a one-year extension has been negotiated with Kier Environmental Services in order to reflect feedback from the market around congested procurement and length of contracts. Officers from each Council are working together and with Technical and Procurement consultants to ensure that the documentation which is sent out to tender, not only attracts the greatest competition but delivers the best opportunity for avoided costs through a single joint contract. |
| Develop and Implement Asset Management Strategy 05 B 03 | Completed successfully |  | The newly updated Asset Management Plan (AMP) was finally approved by Full Council in March 2018, the suite of supporting documents includes a Commercial Property Investment Strategy. As part of the 2018/19 budget setting process and following agreement of the AMP a £2m Local Property Investment Capital Fund was also approved. |

| 2017/18 Projects | Status | | Progress/ Action Note |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Take forward a range of property investment opportunities 05 B 04 | On track |  | Capital investment into vacant property has recently been agreed by Cabinet. This funding will be used to bring the properties back into use and generate income to the Council. Two of these vacant properties are expected to be let within the next two - six months and the remainder will be reviewed later this year. |
| Develop a Public Services Hub at North Walsham and Fakenham 05 B 01 (2016/17) | Completed successfully |  | A service hub at North Walsham has been created. Fakenham Connect is utilised as a service hub and there is additional space available for other service providers at this hub. The Council works collaboratively with other Local Authorities and public services as part of One Public Estate and will consider opportunities as they arise. |
| Review the provision of public conveniences and identify any redevelopment opportunities 05 B 03 (2016/17) | On track |  | Designs and the business case preparation are on-going. Architects have been appointed to develop some concept drawings for the conversion of two public conveniences. One of these facilities has become redundant following the opening of a newly constructed purpose built public convenience facility at the West Prom, Cromer. The architects are seeking to establish if the building could be converted to commercial/retail use (subject to planning consent) and be brought back into use. There is the potential to convert another other public convenience, subject to planning consent, into holiday let accommodation and provide brand new and improved replacement facilities nearby. Business cases will be prepared showing the potential income generation for both opportunities for Members to consider. |
| Publish quarterly and monitor any new requirements of the Government's transparency agenda 05 B 05 (2016/17) | On track |  | The quarter 4 review of data published is completed. The review shows a small number of information sets are overdue - to be reported to Management Team. |

Other achievements

Of the 17 assurance audits completed within the year, all resulted in a positive assurance, with no Priority One (or "urgent") recommendations, and 7 out of 17 audits received a 'substantial' audit opinion (which is the highest it is possible to achieve). This represents over 40% of the audits completed This reflects a positive position in terms of the Councils internal governance arrangements.




Levels of Freedom of Information requests continue to remain high with the Council receiving 663 requests in the year, 95% of those were dealt with within the 20 days allowed.


Other challenges

The Ministry of Housing, Communities and Local Government (MHCLG) has reiterated its commitment to allow Local Authorities more control over the revenue they raise locally through Business Rates. England will move towards a scheme of 75% Business Rates Retention from April 2020, which will coincide with the outcomes of the Fair Funding Review. The current intention is to once again bid for a Norfolk wide pilot for the 100% scheme

in 2019-20, as the pilot authorities from 2017-18 were shown to benefit from significant extra income being retained locally. The design of the system is still very much a work in progress, and could potentially have a large impact on the financial sustainability of the Council. Officers continue to work with MHCLG around this.

Value and seek to develop the Council's staff and Members (05 C)

| 2017/18 Projects | Status | | Progress/ Action Note |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To work with the Staff Focus Group to implement 'Wider Wallet' a staff reward and recognition portal 05 C 01 | Completed successfully |  | <p>The successful launch of the Staff Achievement awards saw employees being rewarded and recognised across a number of categories: Employee of the Year, Team of the Year, Volunteer of the Year, Outstanding Achiever and Change and Innovation.</p> |
| To ensure 100% completion rate of annual and mid-year appraisals in the context of wider staff development 05 C 02 | Some problems |  | <p>A positive staff survey that was carried out in July 2017 reported that 77% of staff agreed that we are effective at building capability and 87.5% agreed that we empower and involve people. However, it was recognised that too many staff had not had an appraisal. We are aiming for a 100% return rate in 2018/2019 and the Staff Focus Group is currently looking at the appraisal process and ways in which it may be improved.</p> <p>This project has been extended from just looking at achievement of appraisal targets to the wider staff development environment. The HR service has introduced a Manager as Coach programme to further this objective. Four cohorts of Managers have now been trained. Going forward we are looking at the development of a coaching pool and how we can further embed coaching and mentoring into the Council.</p> |
| To design and deliver against a corporate training programme for 2017/18 based on the Corporate Plan and individual learning and development needs as identified through the appraisals 05 C 03 | On track |  | <p>The HR service has provided a range of learning and development opportunities over the last year. Some training and development has focused on developing our future managers and leaders. For example, Institute of Leadership and Management level 3 and level 5 programmes and Manager as Coach. Other courses support staff development, such as Time Management, Report Writing, Safeguarding, PREVENT, Dealing with Difficult People and other training is available to support our staffs competency development, such as courses in change and innovation and commercial acumen. We have also run a number of courses to help and support staff with their general health and wellbeing, including wellbeing workshops and Mental Health First Aid. Our learning is complemented by trained coaches and an e-learning portal.</p> <p>We will continue to invest in the ongoing development of our staff and the corporate training programme and calendar has been developed for 2018/19 in response to identified training needs, this is available for all staff and managers on the intranet.</p> |

| 2017/18 Projects | Status | Progress/ Action Note |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge 05 C 04 | On track |  Member Development Group continues to support member training and development. The Group is now focussing on Members' IT needs ahead of the 2019 election and preparation has begun in earnest for the Prospective Candidates event in mid-September. Recent training on Overview and Scrutiny has been well attended. |

Other achievements

The Council launched a new Intranet in November 2017 providing improved access to Council information for staff, a corporate calendar of events and improved access to corporate documents.

The Council adopted a Volunteering policy which has been successfully implemented leading to a range of group volunteering efforts including beach cleaning and other environmental improvement projects as well as individual volunteering for community benefit.

The way that local authorities can access financial services changed in January 2018 as a result of the second Markets in Financial Instruments Directive (known as MiFID II Client Categorisation of Local Authorities). North Norfolk District Council is now registered as a Professional client with all relevant investment counterparties to preserve access to services and lower transaction costs.

Equalities

Strategic Overview

Eleven of our twelve projects are on target (92%)

Eleven of the twelve activities are on track and one has been cancelled.

We met or were close to achieving all of our targets

Performance against two of the four performance indicators achieved the targets, one is close to target and one is below target.

Three indicators are improving and three are worsening.

Financial summary

The Council finished the 2017/18 Financial Year in a strong financial position, with an overall budget surplus of over £990,000 achieved. The Council maintained a balance on its general reserves of over £2m, above the minimum recommended threshold of £1.85m.

Elsewhere, within the Revenues and Benefits section, collection rates for Council Tax and Business Rates continue to exceed targets, and are at record highs. The collection rates for 2017/18 were 98.74% for Council Tax and 99.40% for Business Rates.

The Council collects Council Tax and Business Rates on behalf of a number of public sector bodies in Norfolk. For every £1 of Council Tax our residents pay, North Norfolk District Council retain approximately 9p. Here is what it was spent on in 2017/18:

For every pound retained by the Council in 2017/18:

20p was spent on Environmental Health, this includes services such as household waste collection, rural sewerage schemes, environmental protection and cleansing.

17p was spent on Finance and Assets, this includes things such as audit, and the corporate finance team and looking after the Council's assets such as public conveniences.

11p was spent on Customer Services and ICT, this includes things such as collection of local taxes and benefit administration, provision of tourist information centres and business transformation.

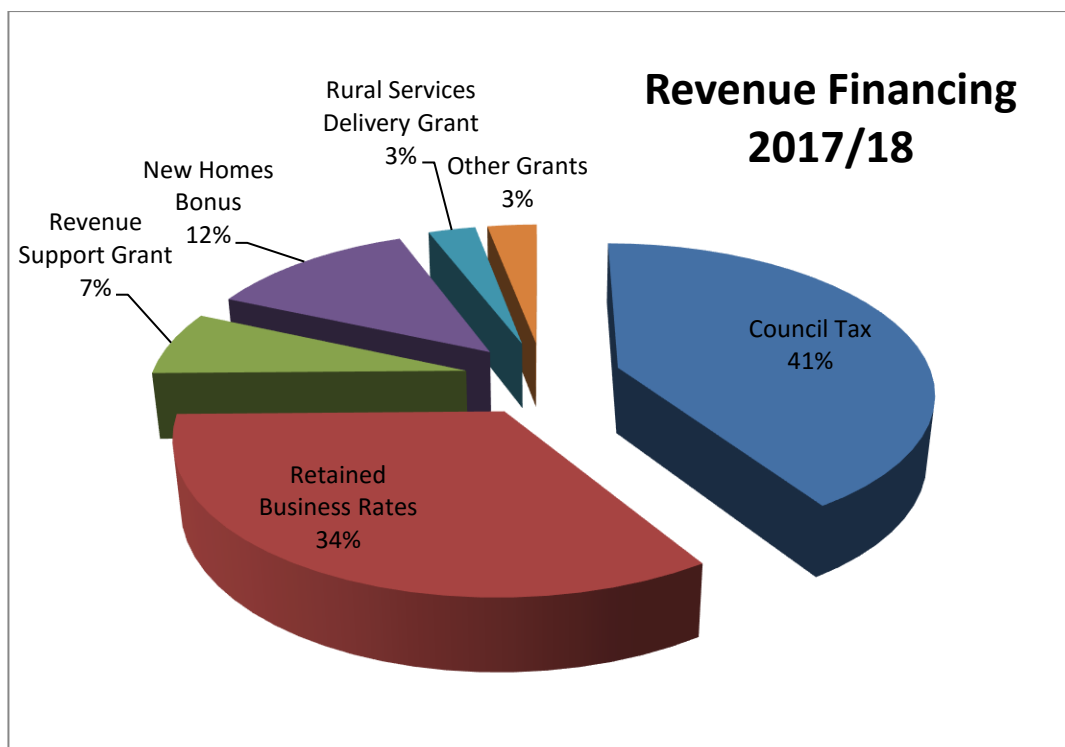
35p was spent on Community services, Economic Development and Coastal, this includes things such as car parks, markets, sport and leisure complexes, parks and open spaces, management of coastal protection, tourism and economic growth.

11p was spent on Planning, this includes things such as enforcement of building regulations, land charges and property searches, as well as planning policy and development management.

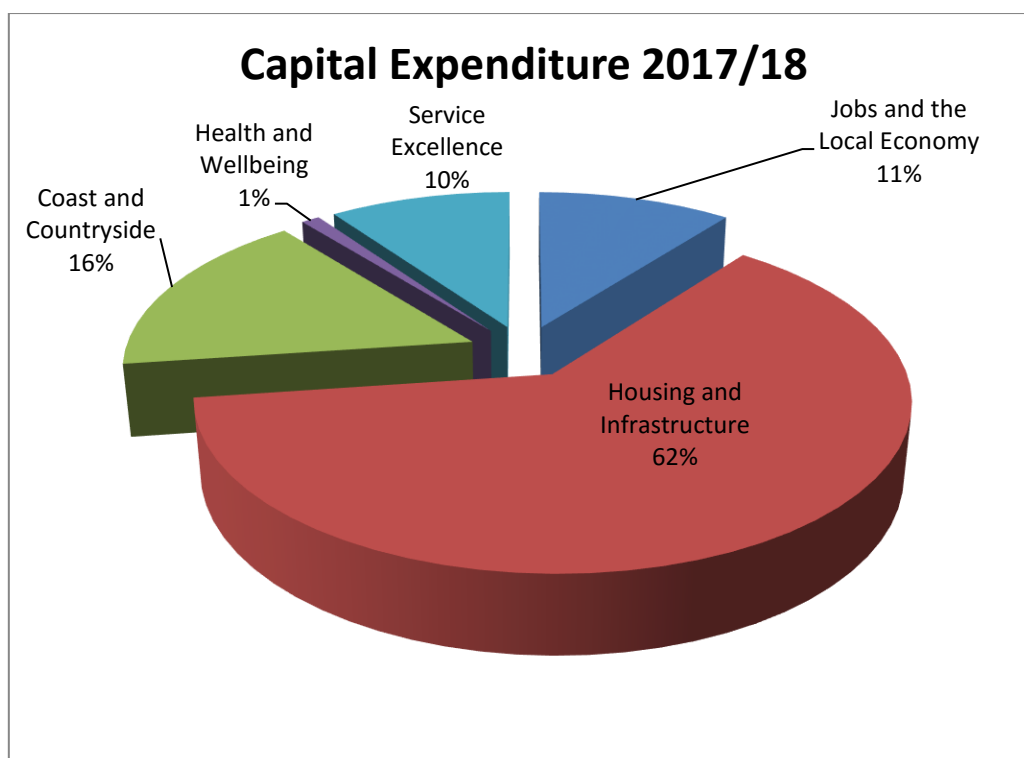
4p was spent on Democratic and Legal services, this includes things such as support for Members and Committee Administration, as well as the Council's Legal team.

2p was spent on Corporate functions and the Leadership Team, this includes things such as human resources and payroll, performance management and elections administration.

The Council improves its financial position by making use of a number of different funding sources in addition to Council Tax and Business Rates. The chart below shows the breakdown of funding for 2017/18:










Each year, the Council spends money on items which are expected to be useful for more than one year – these are called Capital items. Examples of this include equipment, buildings or grants to outside bodies. This is how the Council spent its Capital budget in 2017/18:









Targets Key

For performance indicators, where the Council has a high degree of control over the outcome and achieving a target will help to achieve an objective, a numerical target is set. This symbol shows whether the annual target has been achieved.



| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
|  | Target achieved or exceeded |
|  | Close to target |
|  | Below target |
| Direction of travel measures show the change in the data from the previous year. This method of assessment is used where the Council has a low level of control over the outcome but aims to move in a positive direction. | |
|  | Improving compared to the same period last year |
|  | Close to the same period last year's result |
|  | Worse compared to the same period last year |
|  | Signifies a target achieved that has an outcome which meets our equalities objectives. |





Actions 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. |
| Cancelled |  | The activity is no longer required. Reasons for the cancellation are given. |
| Some Problems |  | Lead officers should have described the problems and the action being taken to deal with them. |
| |  | Signifies an action achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc. |




Appendix 1 – Management Indicators


| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|--------------------------------------------------------------------------------|---------------|------------------------------|-----------------------|----------------------------|-------------|--------------------|---|---|
| Grants awarded (£) (quarterly cumulative) J 025 | 01 A | - | - | 717,501.29 | Q4 17/18 | - | M | - |
| Number of businesses engaged via events (quarterly cumulative) J 021 | 01 A, 01 B | - | - | 542 | Q4 17/18 | - | M | - |
| Number of businesses supported (quarterly cumulative) J 022 | 01 A, 01 B | - | - | 223 | Q4 17/18 | - | M | - |
| Numbers on the housing waiting list (monthly) HO 006 | 02 B | 2,346 | 2,479 | 2,644 ^{*1} | Mar 17/18 | - | M | - |
| Numbers on the Housing Register (monthly) HO 007 | 02 B | 311 | 321 | 319 | Mar 17/18 | - | M | - |
| Numbers on the Housing Options Register (monthly) HO 008 | 02 B | 1,625 | 1,714 | 1,845 | Mar 17/18 | - | M | - |
| Numbers on the Transfer Register (monthly) HO 009 | 02 B | 410 | 444 | 480 | Mar 17/18 | - | M | - |






| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------|-----------------------|--------------|-------------|--------------------|-------------------------------------------------------------------------------------|---|
| Non-Major - Speed: Percentage of applications determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) DM 024 | 02 B, 03 D, 02 A, 01 D, 01 A | - | - | 95.0% | Mar 17/18 | 70.0% |  | - |
| Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025 | 02 B, 03 D, 02 A, 01 D, 01 A | - | - | 0.5% | Mar 17/18 | 10.0% |  | - |
| Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a | 02 B, 03 D, 02 A, 01 D, 01 A | - | - | 13 | Mar 17/18 | - | M | - |








| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------|-----------------------|-------------|-------------|--------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Major - Speed: Percentage of applications determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) MJ 001 | 02 B, 03 D, 02 A, 01 D, 01 A | - | - | 92.4% | Mar 17/18 | 60.0% |  | - |
| Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002 | 02 B, 03 D, 02 A, 01 D, 01 A | - | - | 0.0% | Mar 17/18 | 10.0% |  | - |
| Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a | 02 B, 03 D, 02 A, 01 D, 01 A | - | - | 0 | Mar 17/18 | - | M | - |
| Number of events organised at Country Parks (monthly cumulative) LE 005 | 03 B | 43 | 34 | 30 | Mar 17/18 | 30 |  |  |
| Number of pollution enforcement interventions (quarterly cumulative) C 008 | 03 B, 03 D | 25 | 39 | 22 | Q4 17/18 | - | M | - |






| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|--------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------|-----------------------|-------------|--------------|--------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Number of fixed penalty notices issued (quarterly cumulative) C 009 | 03 B, 03 D | 1 | 13 | 20 | Q4 17/18 | - | M | - |
| Number of garden waste customers as at 1st October (annual) ES 014 | 03 C | 18,408 | 18,797 | 19,500 | 2017/18 | 19,400 |  |  |
| Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005 | 04 A, Equality | 26 | 37 | 30 | Q4 17/18 | - | M | - |
| Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006 | 04 A, Equality | 154.438 | 273,818 | 188,995 | Q4 17/18 | - | M | - |
| Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002 | 04 B | 89 (Feb 2016) | 121 (Feb 2017) | 104 | Feb 2018 | - | M |  |
| Number of Disabled Facilities Grants approved (monthly cumulative) HW 004 | 04 B | - | - | 137 | Mar 17/18 | - | M | - |




| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------|-----------------------|-------------|-------------|--------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005 | 04 B | - | - | 77,736 | Mar 17/18 | - | M | - |
| Disabled Facilities Grants approved (£) (annual) HW 006 | 04 B | - | - | 984,594 | 2017/18 | - | - | - |
| Percentage of people active in North Norfolk (annual) W 001 | 04 C | 66.4% | 62.1% | 64.9% | 2017/18 | - | - | - |
| Number of events for which the Council provided financial support (annual) W 002 | 04 C, Equality | 2 | 1 | 0 | 2017/18 | 2 | - |  |
| There is no longer a need to provide support for the two events each year. Both Wells Triathlon and Pedal Norfolk have sufficient participants to ensure they remain self-sustainable. | | | | | | | | |
| Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004 | 05 A | 80.0% | 92.0% | 95.0% | Mar 17/18 | 90.0% |  |  |

| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|------------------------------------------------------------------------------------------------------|-----------|------------------------------|-----------------------|-------------|-------------|--------------------|---|---------------------------------------------------------------------------------------|
| Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b | 05 A | 588 | 654 | 663 | Mar 17/18 | - | M | - |
| Number of Ombudsman referral decisions (monthly cumulative) PA 001 | 05 A | 3 | 2 | 3 | Mar 17/18 | - | M | - |
| Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002 | 05 A | 67.0% | 100.0% | 67.0% | Mar 17/18 | - | M | - |
| Unique visitors to the Council website (monthly cumulative) WG 006 | 05 A | 299,774 | 382,046 | 430,356 | Mar 17/18 | - | M |  |
| Number of compliments (monthly cumulative) CS 050 | 05 A | 95 | 39 | 7 | Mar 17/18 | - | M | - |
| Number of complaints (monthly cumulative) CS 051 | 05 A | 62 | 56 | 154 | Mar 17/18 | - | M | - |
| Number of MPs letters (monthly cumulative) CS 052 | 05 A | 278 | 236 | 298 | Mar 17/18 | - | M | - |

| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------|-----------------------|-------------|-------------|--------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Average wait time (minutes) - Customer Services (monthly) CS 057 | 05 A | 3.27 | 3.92 | 5.32 | Mar 17/18 | 10.00 |  |  |
| Average transaction time (minutes) - Customer Services (monthly) CS 058 | 05 A | 5.70 | 7.42 | 10.00 | Mar 17/18 | - | M |  |
| Average wait time (minutes) - Housing Options (monthly) CS 059 | 05 A | 5.52 | 4.86 | 7.39 | Mar 17/18 | 10.00 |  |  |
| Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053 | 05 A | 94.00% | 100.00% | 100.00% | Q4 17/18 | - | M | - |
| Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054 | 05 A | 98.00% | 100.00% | 100.00% | Q4 17/18 | - | M | - |

| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|----------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------|-----------------------|-------------|-------------|--------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055 | 05 A | 96.00% | 100.00% | 100.00% | Q4 17/18 | - | M | - |
| Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056 | 05 A | 98.00% | 94.00% | 100.00% | Q4 17/18 | - | M | - |
| Planning Income (£) (monthly cumulative) DM 023 | 05 B | 903,226 | 626,483 | 869,660 | Mar 17/18 | - | M |  |
| Building Control income (£) (monthly cumulative) BC 001 | 05 B | 370,254 | 402,805 | 371,307 | Mar 17/18 | 372,581 |  |  |
| Legal Services fee income (£) (monthly cumulative) LS 003 | 05 B | 223,140 | 323,536 | 326,310 | Mar 17/18 | 72,000 |  |  |
| PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029 | 05 B | 54.0 | 33.0 | 50.0*2 | Mar 17/18 | 41.0 |  |  |

| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------|-----------------------|-------------|-------------|--------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Occupancy Rate of Council Owned Rental Properties (monthly) PS 006 | 05 B | 82.0% | 82.0% | 84.8% | Mar 17/18 | 80.0% |  |  |
| Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010 | 05 B, 03 D | 287 | 645 | 880 | Mar 17/18 | - | M | - |
| Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015 | 05 B, 03 D | 212 | 529 | 1,002 | Mar 17/18 | - | M | - |
| Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001 | 05 B | 62.0% | 41.7% | 67.0% | Q4 17/18 | 80.0% |  |  |
| The final cumulative position was 67% completion, this is based on 9 recommendations being raised during the year and 6 being completed within the timescales originally identified. It should be noted that it is a very positive position to be in to only have 9 important recommendations raised. | | | | | | | | |
| Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002 | 05 B | 100.0% | 100.0% | 100.0%*3 | Q4 17/18 | 100.0% |  | - |

| Performance Indicators | Objective | Same period year before last | Same period last year | Latest Data | Time Period | Latest Data Target | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------|-----------------------|-------------|-------------|--------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Percentage of audit days delivered (quarterly cumulative) V 004 | 05 B | 100.0% | 100.0% | 100.0% | Q4 17/18 | 100.0% |  | - |
| Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007 | 05 C | 6.05 | 6.35 | 5.88 | Q4 17/18 | 6.00 |  |  |

*1 Snapshot as at 31 March 2018.

*2 This indicator no longer includes new benefit invoices is current year's revenue and debts plus residue HB debt.

*3 No urgent recommendations made.

*4 Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year.

*5 Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%). Actual results due to be released in September 2018. n.b. 2017 values based on full year not financial year.
M – Management information for monitoring purposes.

Appendix 3 – Workforce Profile

Workforce Profile Statistics – 01/04/2017 - 31/03/2018

Introduction

North Norfolk District Council (NNDC) has a statutory obligation to monitor, and make available to the public, certain information regarding the make-up of the workforce and to analyse any potential impact of employment policies and practices on employees. This information is contained in this report alongside some other general workforce profile information.

The information which is required on a statutory basis under the general and public sector equality duties arises from the 'Equality Act 2010', specifically Section 149 of the Equality Act 2010 (the Public Sector Equality Duty) and the Equality Act 2010 (Specific Duties) Regulations 2011. NNDC however, has been publishing information on workforce profile since 2008. Previous publications are available at www.northnorfolk.org.

Protected Characteristics

The protected characteristics defined by the Equality Act and included in this report are:

- Gender (including gender reassignment)
- Religion/belief
- Sexual orientation
- Ethnicity
- Age
- Disability

NB: Where the initials PNTS are used, this indicates the employee chose the option 'prefer not to say'.

What is covered in this report?

The statistics in this report cover the following areas:

1. Workforce profile by protected characteristic
2. Top earners by gender, ethnicity and disability
3. Starters and Leavers (including reasons for leaving and labour turnover)
4. Maternity leave, return to work rates and flexible working requests
5. Paternity leave
6. Caring responsibilities
7. Discipline and Grievance

Why do we collect this information?

As well as helping the organisation in meeting its statutory duties, the information is useful management information to assist with workforce planning and policy, procedure and decision making. This type of information can also be used for the purpose of carrying out 'Equality Impact Assessments' for policies, procedures and functions across the Council. These assessments are made available on the Council's website (www.north-norfolk.gov.uk) once they are complete.

Equality for the workforce at NNDC

All new and revised employment policies contain the following statement: -

"North Norfolk District Council wishes to promote equality and has a number of obligations under equality legislation. All employees are expected to adhere to this procedure in line with these obligations.

Reasonable adjustments or supportive measures should be considered to ensure equality of access and opportunity regardless of age, gender, gender reassignment, pregnancy, maternity, race, ethnicity, sexual orientation, marriage, civil partnership, disability, religion or belief."

NNDC has achieved 'Disability Confident' accreditation and collects equalities monitoring information during the recruitment process which is analysed as part of this report. This information is separated from the application process and is not shared with recruiting managers. More information about the 'Disability Confident' scheme can be found at www.gov.uk.

If you would like to view data on the composition of the population of the North Norfolk district for comparison, please visit the Office for National Statistics website – www.ons.gov.uk

Engagement with employees at NNDC

Engagement with employees at NNDC will include matters relating to equality, although not exclusively. There are a number of methods used to engage with employees. These include: -

- Staff Focus Group
- Joint Staff Consultative Committee
- Staff comments scheme
- Health and Wellbeing Group
- Consultation with Trade Union
- Staff Briefings
- Staff Surveys
- Weekly staff bulletin

A note on gender reassignment

Whilst no statistics on gender reassignment are provided in this report, the organisation has given this protected characteristic consideration and has undertaken work in this area in recent years. This included consultation exercises with a number of local transgender groups and resulted in a document being produced to provide managers with a guidance framework in the instance that a transgender employee should wish to undergo gender reassignment.

1. Workforce profile by protected characteristic

Chart 1: Employees by Gender 31/03/18

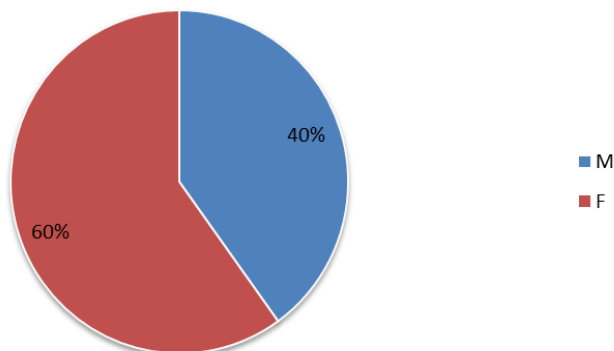


Chart 1 shows the gender split of the workforce and that there are more women than men at North Norfolk District Council. After consultation with local transgender groups and on advice from 'Press for Change', only two gender groups (male and female) are included in our monitoring.

Chart 2 shows that as well as more females in the workforce overall, there are more women working part time than men.

Overall the split between full and part time employees is 71.3% full time and 28.7% part time.

Chart 2: Full and Part time employees by gender 31/03/18

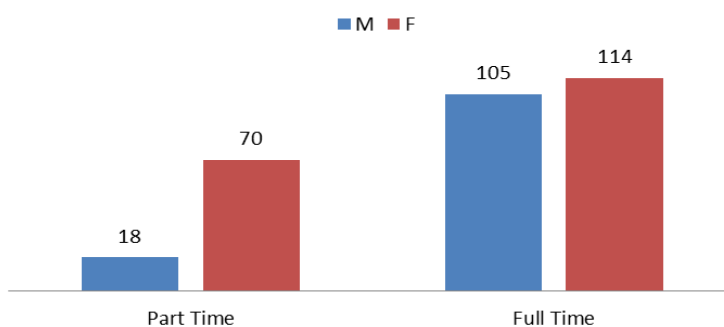


Chart 3: Employees by age band 31/03/18

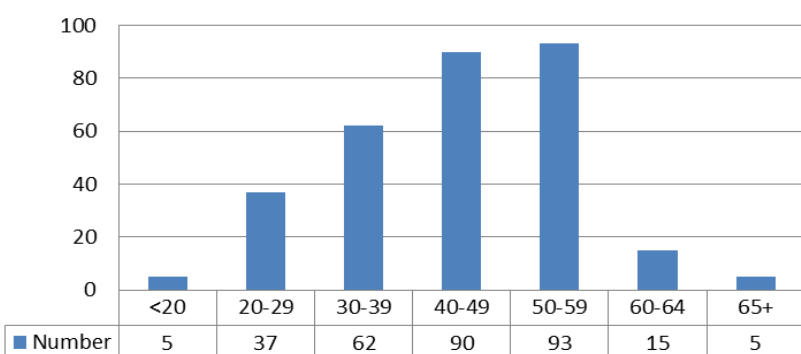


Chart 3 shows the age distribution of the workforce.

Nearly 67% of the workforce are aged 40 years or over, with the average age of an employee at 44 (correct to nearest year).

**Chart 4: Employees by disability status
31/03/18**

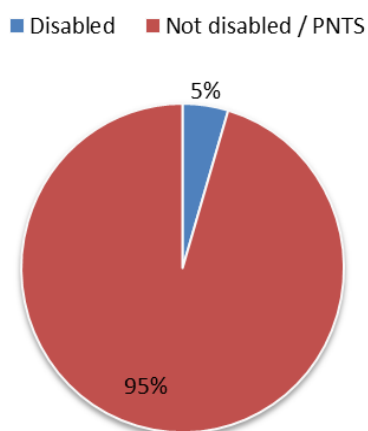


Chart 4 shows the disability status of the workforce.

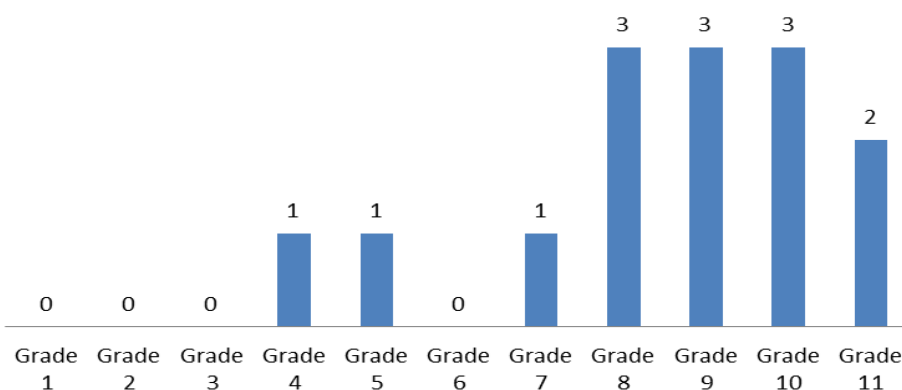
14 employees have declared themselves as being disabled.

The remainder have either not declared a disability or have decided not to disclose their disability status.

Chart 5 shows the distribution of the staff declaring themselves disabled across the pay grades of the organisation.

This shows that the majority of our disabled employees (11) are working at Grades 8, 9 10 & 11. This accounts for approximately 79% of all disabled employees.

**Chart 5: Disabled staff by grade
31/03/18**



**Chart 6: Disability by impairment type
31/03/18**

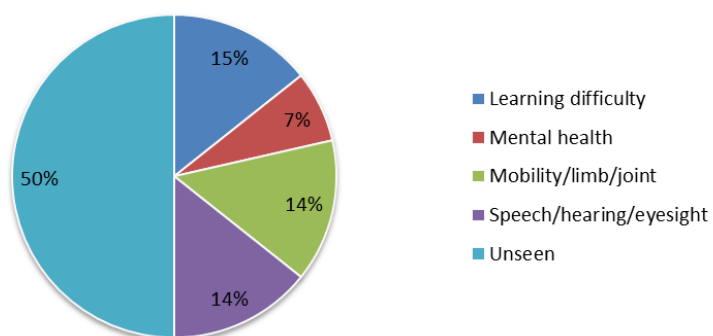


Chart 6 shows the various impairment types of disabled employees at North Norfolk District Council. The groupings are fairly wide as not to compromise any confidentiality. Only impairment types under which an employee has declared a disability are listed here.

The most common impairment type in the workforce is 'unseen disabilities' which covers disabilities such as diabetes and heart conditions.

Chart 7: Employees by Sexual Orientation 31/03/18

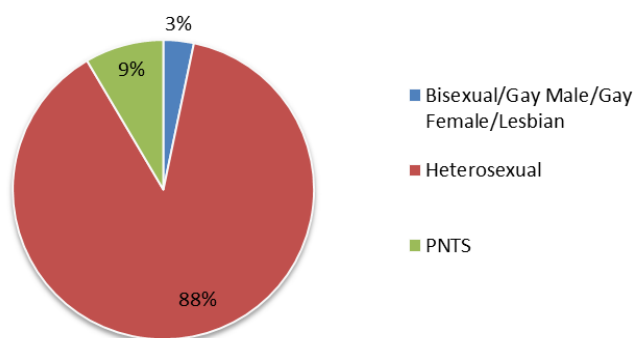


Chart 7 shows the sexual orientation of the workforce. Whilst information is collected separately regarding bisexual, gay male, and gay female/lesbian employees, this data has been grouped together to protect privacy.

Monitoring categories used are those recommended by Stonewall.

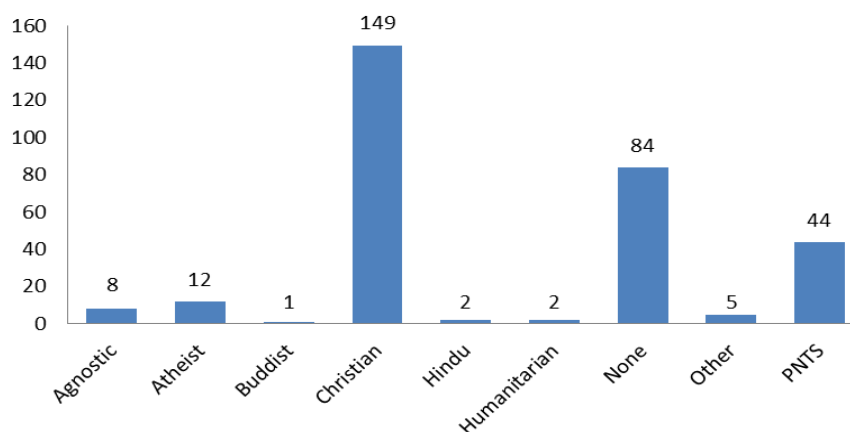
PNTS stands for 'prefer not to say'.

Chart 8 shows the religion/belief of the workforce.

This chart shows the majority of employees have declared themselves to be Christians; however a number of other religions or other beliefs are also present in the workforce.

PNTS stands for 'prefer not to say'.

**Chart 8: Employees by religion/belief
31/03/18**



**Chart 9: Employees by ethnicity
31/03/18**

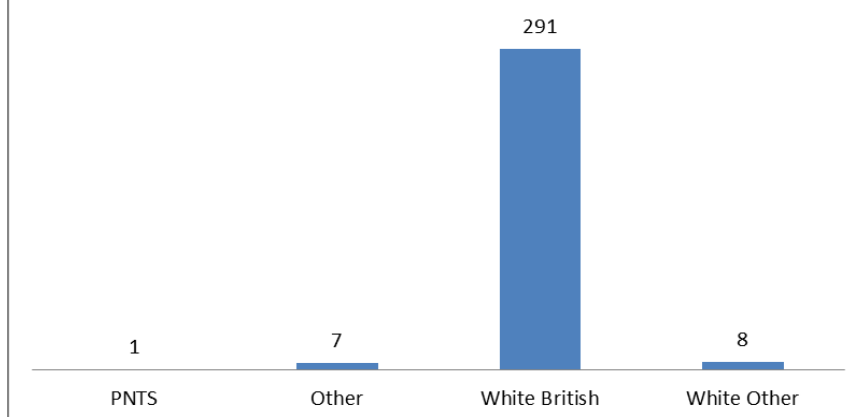


Chart 9 shows the ethnicity of the workforce at North Norfolk District Council.

This shows that the overwhelming majority (over 95%) of employees consider themselves to be of ‘White British’ origin.

PNTS stands for ‘prefer not to say’.

2. Top earners by gender, ethnicity and disability

Chart 10: Gender split of the top 5% of earners 2017/18

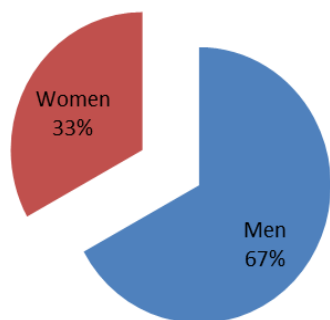


Chart 10 shows the gender split amongst the top 5% of earners.

None of the top 5% of earners are considered to be of an ethnic minority.

One of the top earners has declared a disability and two reported PNTS.

PNTS stands for ‘prefer not to say’.

NNDC reports separately on gender pay gap. This report is available on our [website](#).

3. Starters and leavers (including reasons for leaving and labour turnover)

Reasons for leaving

A total of 51 employees left employment with the Council between 01/04/17 - 31/03/18. 88% of these were of White British/White other origin. The reasons for leaving are shown below in Table 1.

| Reason for leaving | No |
|-------------------------------------------------|-----------|
| Dismissal - Redundancy | 0 |
| Dismissal - End of contract | 11 |
| Dismissal - Performance | 0 |
| Resignation - Personal Reasons | 15 |
| Resignation - Transfer to Other Public Sector | 4 |
| Resignation - Transfer to other Local Authority | 3 |
| Resignation - Transfer to Private Sector | 6 |
| Resignation - Transfer to Voluntary Sector | 2 |
| Natural Retirement | 3 |
| Retirement - Ill Health | 1 |
| Retirement - Voluntary | 2 |
| TUPE transfer | 4 |
| TOTAL | 51 |

Table 1: Reasons for leaving

Internal Secondments and Transfers

‘Secondments’ and ‘Transfers’ are not included in the data for leavers because the figures attributed to these categories concern people leaving one post within the Council to take up another within the authority, rather than leaving employment with the Council.

There were a total of 25 secondments and transfers in this reporting year. Of these transfers 12 were considered to be a ‘promotion’ by virtue of an increase in grade. Of these promotions, 58% were male and 42% female.

Labour Turnover

The labour turnover for the period 01/04/2017-31/03/2018 was 16.61%. Of the 51 leavers within that period, 17 were male and 34 were female. When the turnover is broken down by gender, the turnover of females is higher at 66.67% compared to turnover of male employees which was 33.33%.

These figures do not include ‘internal turnover’ i.e. those employees transferring within the authority and on an internal secondment. If you were to include this internal turnover of employees, then the overall turnover figure would be 24.8%.

Redundancies, redeployments and retirements

For the period 01/04/2017-31/03/2018 there were zero redundancies or redeployments. There were 6 retirements in the period, made up of 3 ‘natural’ retirements, 2 ‘voluntary’ retirements and 1 ill health retirements.

4. Maternity Leave, return to work rates and flexible working requests

| Tax year | Total on Maternity Leave | Left | Returned | TBC | White British | Disabled | Average Age of woman* | Hours adjusted immediately | Hours adjusted later | Still in service |
|----------|--------------------------|------|----------|-----|---------------|----------|-----------------------|----------------------------|----------------------|------------------|
| 2005 | 12 | 2 | 10 | 0 | 12 | 0 | | 4 | 5 | 7 |
| 2006 | 5 | 1 | 4 | 0 | 5 | 0 | | 2 | 1 | 2 |
| 2007 | 5 | 0 | 4 | 0 | 5 | 0 | | 3 | 2 | 5 |
| 2008 | 3 | 0 | 3 | 0 | 3 | 0 | 35 | 0 | 3 | 3 |
| 2009 | 4 | 0 | 4 | 0 | 4 | 0 | 37 | 2 | 2 | 4 |
| 2010 | 6 | 1 | 1 | 4 | 6 | 1 | 32 | 2 | 2 | 5 |
| 2011 | 4 | 0 | 4 | 0 | 4 | 0 | 30 | 2 | 4 | |
| 2012 | 9 | 1 | 8 | 0 | 9 | 0 | 33 | 0 | 1 | 7 |
| 2013 | 3 | 0 | 3 | 0 | 3 | 0 | 28 | 1 | 1 | 3 |
| 2014 | 4 | 1 | 3 | 0 | 3 | 0 | 36 | 2 | 0 | 2 |
| 2015 | 5 | 1 | 4 | 0 | 5 | 0 | 30 | 2 | 1 | 4 |
| 2016 | 8 | 1 | 6 | 1 | 8 | 0 | 34 | 0 | 0 | 7 |
| 2017** | 6 | 0 | 1 | 5 | 6 | 0 | 33 | 1 | 0 | 6 |
| Totals | 74 | 8 | 55 | 10 | 73 | 1 | 328 | 21 | 22 | 55 |

*Correct to nearest year

** Not able to confirm all data for this year yet as not all employees have confirmed their intentions.

Table 3: Maternity Leave 2005-2017

As table 3 above shows, between 01/04/2017-31/03/2018, six employees went on maternity leave, all of which are still currently in service. The table does show however, that overall, of the 74 employees who have been on maternity leave in the last 10 years, 55 are still in service. This equates to a retention rate of approximately 74%.

This could be attributable to the flexible working opportunities that are available to employees at NNDC. These include flexitime and flex leave, job sharing and other alternative working patterns such as part time working and annualised hours. Requests for alternative working patterns can be made via a flexible working request process or agreed informally.

Between 01/04/2017-31/03/2018, 8 formal flexible working requests were made, of which 5 were granted and 1 withdrawn. Informally however a number of requests to change hours to suit the needs of individual employees were granted. Whilst records of flexible working requests have only been kept since 2011, table 3 above shows that employees have been adjusting their working patterns after maternity leave for a number of years now. In addition to childcare related requests, previous requests have covered a range of reasons, including other caring responsibilities, flexible retirements, training/study and 'other' reasons. These requests were made by both male and female employees, across a wide age range.

During the period 01/04/2017-31/03/2018 there were no employees on adoption leave.

5. Paternity Leave

Since 2005, 32 employees have taken up paternity leave. However, with only five employees taking paternity leave in the period 01/04/2017-31/03/2018, it is not felt that an analysis would add value.

Since 2015 (for babies born after 6 April 2015), shared parental leave has also been available (replacing additional statutory paternity leave) which allows fathers/ partners of mothers/adopters to share maternity/adoption leave. As yet, no employees have taken up this type of leave.

6. Caring Responsibilities

Chart 11: Employees by caring responsibilities 31/03/18

■ Children under 16 ■ None ■ PTNS ■ Other

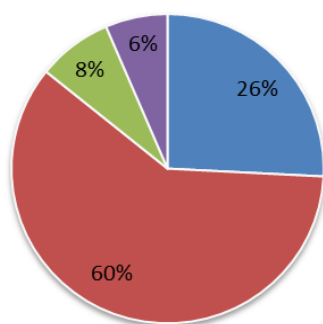


Chart 11 shows that 33% of employees have some kind of caring responsibility.

Women are more likely to have caring responsibilities than men – 73% of those with caring responsibilities were female.

Of those with caring responsibilities 36% work part time.

7. Discipline, Grievance, Bullying and Harassment

For the period 01/04/2017-31/03/2018 there was 1 formal issue or complaint. Therefore, to protect anonymity, no analysis has been carried out.