

Managing Performance

Contents

	Page
Chief Executive's Overview	1
Key	4
Delivery Plan Overview	5
Key Priorities	6
Local Homes for Local Need	13
Boosting Business Sustainability and Growth	17
Customer Focus	22
Climate, Coast and the Environment	26
Quality of Life	34
Financial Sustainability and Growth	39
Performance achieving targets - Key Performance Indicators	43
Performance Focus	46
All other performance measures	49

Managing Performance

Quarterly Report Chief Executive's Overview

This report covers the first quarter of the 2021/22 reporting year – i.e. the period covering April, May and June 2021.

Over the period since March 2020 the Council has had to commit significant resource and focus in responding to the challenges faced by the Covid-19 pandemic. Initially this saw the Council support local residents and communities through the first national lockdown. However, as time has moved on the Council has directed more of its focus to providing business support, supporting the tourism economy through managing car parks, public conveniences, tourist infrastructure etc in response to large numbers of staycation visitors and working with local health partners to promote and deliver the local vaccine programme, whilst at the same time continuing to deliver high standards of service to customers through agile working arrangements with most staff working from home. Inevitably responding to the Coronavirus has reduced organisational capacity – however over the past nine months the authority has positioned itself to respond to COVID and make progress on a number of priority actions and this report seeks to summarise the key actions delivered and outcomes achieved.

With respect to COVID, during the period April – June 2021 the Council has continued to work with Countywide partners through the Health Protection and Health Engagement Board structures to co-ordinate local delivery of key Government messages regarding the lifting of restrictions to local businesses, residents and visitors; worked with local health partners to deliver the local vaccination programme; made significant COVID support payments to eligible businesses and continued to support the most vulnerable in our communities through the provision of supported housing and hardship payments. Through the Council's actions with local partners North Norfolk has experienced some of the lowest rates of COVID infection per 100,000 population of any local authority area in the UK throughout the pandemic.

Delivery against the key priority objectives for the period 1 April – 30 June 2021

Local Homes for Local Need:

- Completion of the development of the new Housing Strategy taken through Cabinet and Overview and Scrutiny processes in July
- Member visits undertaken to the Meadow Walk Housing with Extra Care scheme at Fakenham, developed and managed by Housing21 of 66 affordable flats with on-site care for older people wanting a secure future proof home
- Discussions held with Med Centres and Housing21 about the development of a similar Housing with Extra Care scheme at Stalham – planning application now submitted
- Secured £35,000 from the Government's Rough Sleeping Accommodation Programme to provide a single unit of temporary accommodation in Sheringham – planning application now submitted
- Grant and loan support through the Community Housing Fund programme provided to Homes for Wells to acquire and upgrade four dwellings in Wells
- The Council has increased its own stock of temporary accommodation units to provide better options for homeless households with the number of units purchased now being 12, with further properties under consideration.

Boosting Business Sustainability and Growth:

- Continued to support local businesses in responding to the impact of the COVID pandemic through the operation of support grants which now total in excess of £126 million.
- Undertaken significant consultation work in North Walsham in respect of the £3million North Walsham Heritage Action Zone programme
- Received the Stage 2 report on Growth Sties Delivery Strategy which will now be considered further as to potential promotional and investment opportunities available to the Council to support business and jobs growth

Customer Focus:

- Re-opened the Council's offices to more face-to-face customer meetings in accordance with the Government roadmap for the lifting of COVID restrictions
- Planned expenditure of the £153,000 of funds provided by the Government under the Welcome Back programme through the recruitment of COVID Support Officers, development of proposals for additional summer car parking to manage anticipated large numbers of staycation and day visitors to the District over the peak summer weeks
- Held a virtual Town and Parish Council Forum meeting on 24 May 2021

Climate, Coast and the Environment:

- Established an Environmental Forum with first meetings held virtually in April 2021
- Developed and adopted a new Environmental Charter and developed the Council's website around the Environment and Climate Change to increase public awareness and engagement in this agenda as part of the Council's response to declaring a Climate Emergency.
- Promoted the investment made by the Council in EV charging points in place at 5 locations across the District to ensure good levels of awareness and take-up, intended to give increased confidence to local residents and visitors in the availability of this infrastructure across our rural district.
- Delivered a programme of carbon literacy training to increase awareness of the impact of the Council's activities and operations on the environment which will inform future policy development and investment by the Council alongside commissioning a report from Net-Zero East to assist in the development of a carbon reduction strategy for the Council.
- Continued to monitor the performance of the Bacton / Walcott Sandscaping Scheme and developed proposals to mitigate the impact of windblown sand from this coastal management scheme.
- Successful Expression of Interest made through Coastal Partnership East to the Innovative Resilience Fund Programme.
- Community fridges launched in Sheringham and Stalham

Quality of Life:

- Six Blue Flag beaches and three Green Flag public open spaces retained
- Continued good progress has been made with the development of the new £12m Sheringham Leisure Centre, The Reef. Expected completion September 2021.
- Contract awarded for the provision of new public toilets including Changing Places facilities at Queens Road, Fakenham and Stearmans Yard, Wells-next-the-Sea with off-site modular construction commencing for delivery and installation in the autumn.

Financial Sustainability:

- Applications were developed and submitted to the Government under the UK Community Renewal Fund Programme for future investment by the Council and partners for Fakenham and North Walsham – an announcement of successful applications was anticipated by the end of July, but at the time of writing this report decisions are still awaited.
- Preparations have been made to take forward the Zero-Based Budgeting

exercise during the autumn.

- Good progress has been made with respect to making better use of the Council's property assets through advertising some premises for lease and sale to better reflect the Council's priorities.

Actions and Performance Measure Keys

Actions - key to symbols

	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
n/r	Not relevant as the action has previously been completed or is not yet due to start.
	The Start date for the action is in the future
not set	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

Measures - key to symbols

Key

Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing comparator	 No change
 No actual value	
- Measure is a quarterly measure so there is no data reported for this month	

Delivery Plan 2019-2023



Overview

Local Homes for Local Need



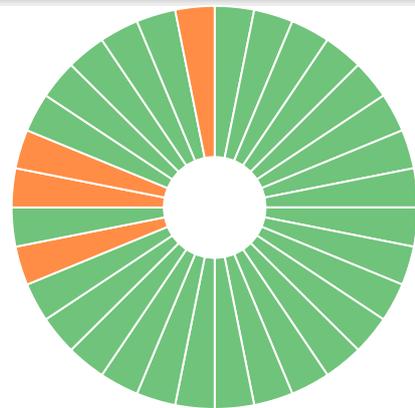
Boosting Business Sustainability and Growth



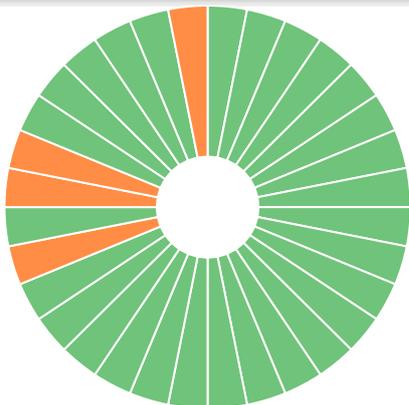
Customer Focus



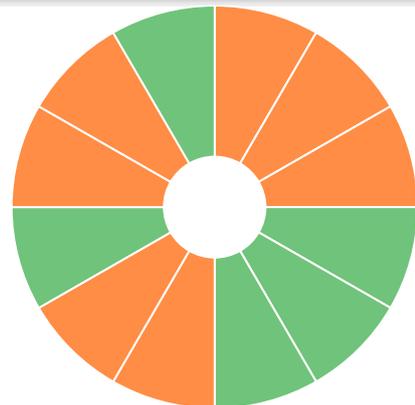
Climate, Coast and the Environment



Financial Sustainability and Growth



Quality of Life



Key Priorities

There are a number of actions in the delivery plan that Cabinet have identified as essential to be delivered in order for the objectives in the Corporate Plan 2019 - 2023 to be achieved. Cabinet and Corporate Leadership Team will be concentrating on ensuring these actions are delivered over the next quarter. Please note the actions receiving this increased focus will change over time as actions are delivered and other key priority actions are identified.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan with only decisions relating to site allocations in Cromer remaining to be made. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance
Comments		The Housing Strategy is due to be considered by Cabinet on 5th July, Overview and Scrutiny on 14th July and Full Council on 21st July.
Owner		Graham Connolly
Stage		Completed
Start Date		04/02/2020
Due Date		30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation		Performance
	Comments	Twelve temporary units where purchase is completed. One purchase taking place and one unit being converted from a Council owned property. Monitoring and management of the programme is ongoing.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance
Comments		Regular dialogue with Flagship allows early identification of disposals. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
Owner		Graham Connolly
Stage		In Progress
Start Date		01/06/2020
Due Date		31/12/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy		Performance
	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development has been completed (with minors amends to be added by the final report stage). Activity to support the second part of the report, which focuses on development plans for identified sites, is underway with the draft final report for economic growth sites expected by 28 July.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	●
	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	★
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas. The present film and promotion has recently gone live – Beaches off the Beaten Track in North Norfolk. The aim of this campaign element is to highlight other beaches visitors can enjoy, outside the usual busy areas</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	★
	Comments	The draft of the Customer Services Strategy has been through pre-scrutiny. Feedback received has been built into amendments within the Strategy. Additionally, we are in the process of finalising the Equality Impact Analysis and confirming the measurable standards of Customer Charter. This will be considered at Cabinet in October.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

30/06/2021

<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	A proposal to become a member of the Institute of Customer Services (ICS) has been initiated. The ICS would be able to support NNDC in achieving our Customer Focus objective, specifically: Benchmarking, Customer Satisfaction, Employee engagement with the CS strategy, People Development of CS skills and Residents surveys. We are awaiting approval from within the budget.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022
<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance	
	Comments	The Customer Service Strategy has been developed and will be ratified by the end of September 2021. This is being used to inform and develop existing projects and initiatives into a coherent customer service improvement programme.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	On hold pending Member confirmation of the questions that need to be contained within the survey.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	This project has been delayed due to Covid-19 and has now been programmed to be prepared in the period October to December 2021.
	Owner	Steve Blatch
	Stage	Parked
	Start Date	02/12/2019
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	
	Comments	Delivery of the Communications plan is now on-going and on course. We have agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

30/06/2021

<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	A draft tree planting strategy is being written for the project including overall aims of the project and how they are going to be achieved. The process for gaining approval for this strategy is currently being decided.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	The planning for the next planting season, October 2021 to March 2022, is currently taking place. As at July 2021 approximately 40,000 trees are planned to be planted.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Councils Holt Road offices during 2020/21. An alternative location for North Walsham has been identified and we are waiting for UKPN to increase their infrastructure at this site. Due date has been changed due to delays with UKPN.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	●
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021

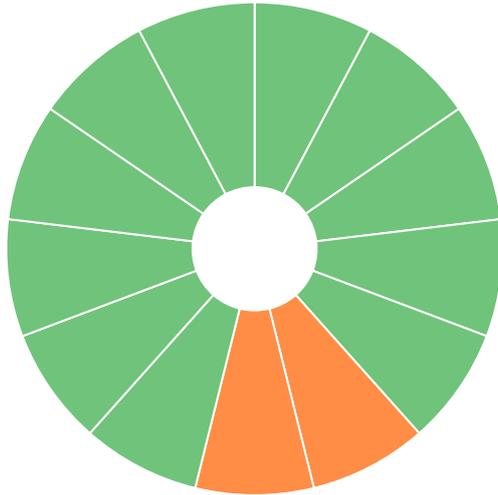
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	<table border="1"> <tr> <td data-bbox="464 35 711 118">Performance</td> <td data-bbox="715 35 1439 118" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 123 711 1344">Comments</td> <td data-bbox="715 123 1439 1344"> <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. </td> </tr> <tr> <td data-bbox="464 1348 711 1384">Owner</td> <td data-bbox="715 1348 1439 1384">Jenni Jordan</td> </tr> <tr> <td data-bbox="464 1388 711 1424">Stage</td> <td data-bbox="715 1388 1439 1424">In Progress</td> </tr> <tr> <td data-bbox="464 1429 711 1464">Start Date</td> <td data-bbox="715 1429 1439 1464">04/02/2020</td> </tr> <tr> <td data-bbox="464 1469 711 1505">Due Date</td> <td data-bbox="715 1469 1439 1505">31/03/2024</td> </tr> </table>	Performance	★	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. 	Owner	Jenni Jordan	Stage	In Progress	Start Date	04/02/2020	Due Date	31/03/2024
Performance	★												
Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. 												
Owner	Jenni Jordan												
Stage	In Progress												
Start Date	04/02/2020												
Due Date	31/03/2024												
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	<table border="1"> <tr> <td data-bbox="464 1509 711 1545">Performance</td> <td data-bbox="715 1509 1439 1545" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 1550 711 1980">Comments</td> <td data-bbox="715 1550 1439 1980"> <p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p> </td> </tr> <tr> <td data-bbox="464 1984 711 2020">Owner</td> <td data-bbox="715 1984 1439 2020">Kate Rawlings</td> </tr> <tr> <td data-bbox="464 2024 711 2060">Stage</td> <td data-bbox="715 2024 1439 2060">In Progress</td> </tr> <tr> <td data-bbox="464 2065 711 2101">Start Date</td> <td data-bbox="715 2065 1439 2101">04/02/2020</td> </tr> <tr> <td data-bbox="464 2105 711 2141">Due Date</td> <td data-bbox="715 2105 1439 2141">31/08/2021</td> </tr> </table>	Performance	★	Comments	<p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p>	Owner	Kate Rawlings	Stage	In Progress	Start Date	04/02/2020	Due Date	31/08/2021
Performance	★												
Comments	<p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p>												
Owner	Kate Rawlings												
Stage	In Progress												
Start Date	04/02/2020												
Due Date	31/08/2021												

<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Comments	Green Flags awarded to Holt Country Park, Sadlers Wood and Pretty Corner Woods. 2021 Blue Flag awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
	Performance	★
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Comments	A template will shortly be circulated to managers to allow them to complete their Gold and Silver budget options. Full training is planned over the Summer/Autumn for managers and Members. ZBB templates will be submitted to Finance in October 2021.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
	Performance	●
Comments	<p>Changes in the Public Works Loan Board has impacted on the Council's ability to fund property investment opportunities. Due to this its unlikely that any new opportunities that arise will be progressed due to the financial impact on the Council by this change of policy.</p> <p>A rent recycling scheme is being developed that will enable the Council to invest in schemes were there is a clear regeneration benefit.</p>	
Owner	Renata Garfoot	
Stage	In Progress	
Start Date	04/02/2020	
Due Date	31/03/2022	

Local Homes for Local Need

There is a significant local need for housing across the district. Enabling and facilitating new housing of the right type, quality and affordability will therefore, be a key priority for the Council and, working with a variety of partners, we will explore all available avenues to increase the supply of quality, affordable housing to address this need. We will also seek opportunities to improve the condition and environmental sustainability of existing housing stock. We will aim to ensure that new homes are of a high standard of design and built with a strong emphasis on environmental sustainability and therefore, more affordable to live in.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan with only decisions relating to site allocations in Cromer remaining to be made. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance
Comments		The Housing Strategy is due to be considered by Cabinet on 5th July, Overview and Scrutiny on 14th July and Full Council on 21st July.
Owner		Graham Connolly
Stage		Completed
Start Date		04/02/2020
Due Date		30/06/2021
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing		Performance
	Comments	Agreeing the interventions the Council will make is part of the Housing Strategy which will be considered by Cabinet on 5th July. The deadline for this action should be moved back to align with dates in the Housing Strategy Action Plan once finalised.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
	<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance
Comments		n/r
Owner		Graham Connolly
Stage		Completed
Start Date		04/02/2020
Due Date		31/03/2021
<input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty		Performance
	Comments	Agreeing the interventions the Council will make is part of the Housing Strategy which will be considered by Cabinet on 5th July. The deadline for this action should be moved back to align with dates in the Housing Strategy Action Plan once finalised.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021

		30/06/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	
	Comments	The focus of the current strategy is to acquire and manage housing units for provision of temporary accommodation to address short term local housing needs. We are able to hold this type of property as a local authority. Therefore at present there is no urgent requirement to set up a housing company but this forms an action in the Housing Strategy due to be considered by Cabinet on 5th July.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	
	Comments	Twelve temporary units where purchase is completed. One purchase taking place and one unit being converted from a Council owned property. Monitoring and management of the programme is ongoing.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	
	Comments	The actions to deliver this are part of the housing strategy which is due to be considered by Cabinet on 5th July. The completion date for this action should then be moved to align with the actions in the Housing Strategy Action Plan.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	
	Comments	Regular dialogue with Flagship allows early identification of disposals. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	★
	Comments	The 66 home site in Fakenham (Meadow Walk) achieved practical completion in March, and opened in June, and the rented and shared ownership homes are currently being advertised. A planning application for a 62 apartment scheme has been submitted for Stalham. Discussions are ongoing about possible schemes elsewhere including in North Walsham.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

Boosting Business Sustainability and Growth

The Council is ambitious in wanting to support a strong local economy and new job-creating investment which strengthens and broadens the business base and employment opportunities in the District.

Latest Update



30/06/2021

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The new Local Plan will be subject to public consultation shortly. It includes a range of policies designed to support all aspects of business growth including investment in town centres, expansion of businesses, tourism and supporting new inward investment on designated employment land. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. Formal Independent Examination of the Plan should commence early in 2022.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	●
	Comments	Delayed due to Covid-19 pandemic. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the position of the report is reviewed again in October 2021. The due date has therefore been amended to the end of March 2022.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development has been completed (with minors amends to be added by the final report stage). Activity to support the second part of the report, which focuses on development plans for identified sites, is underway with the draft final report for economic growth sites expected by 28 July.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance	★
	Comments	Covid-19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. This includes a Business Impact Survey which was conducted between 12 May and 13 June 2020 which received 319 response. On 20 January, in collaboration with other Norfolk local authorities, the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes. This survey remains ongoing and changes in sentiment are monitored.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance
Comments		The focus of the Economic Growth Team has predominantly been on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The current focus remains on supporting providing the Local Restrictions Grant/Additional Restrictions Grants and providing immediate business support as required.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		31/01/2022
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	●
	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2022

<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	★
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas. The present film and promotion has recently gone live – Beaches off the Beaten Track in North Norfolk. The aim of this campaign element is to highlight other beaches visitors can enjoy, outside the usual busy areas</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	★
	Comments	<p>The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we are presently further engaged in delivering a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	★
	Comments	<p>Delayed due to Covid-19 pandemic. The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response activity.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance	✔
	Comments	n/r
	Owner	Stuart Quick
	Stage	Completed
	Start Date	18/02/2020
	Due Date	31/03/2021

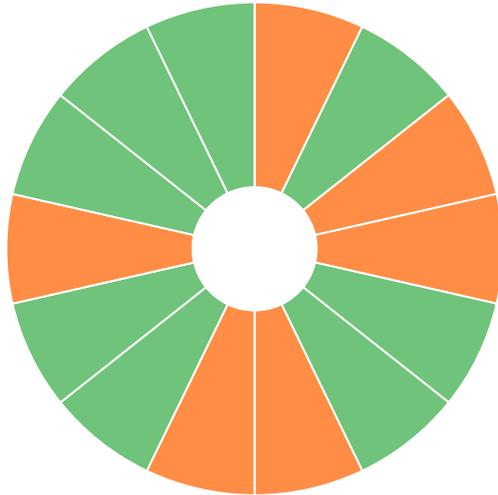
30/06/2021

 2.7.1 Market towns initiative	Performance	
	Comments	n/r
	Owner	Matthew Stembrowicz
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021

Customer Focus

We want our customers to be at the heart of everything we do and will strive to improve access to our services further through stronger community engagement, developing more formal mechanisms of inviting customer feedback and comment and, where possible and practical, seek to deliver our services at a more local level through strengthening partnerships with local Town and Parish Councils. The Council will seek further to improve democratic engagement and participation by people of all ages, but particularly through working with schools and colleges to ensure that the voice young people is heard and informs council decision-making.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	A web-based customer feedback form is in final testing and will be made live by 10 September. Work is also progressing to replicate the feedback process for telephony customers and face-to-face visitors to Council offices. Data from these sources will be combined to provide consistent data across these methods of accessing the Council's services.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	The draft of the Customer Services Strategy has been through pre-scrutiny. Feedback received has been built into amendments within the Strategy. Additionally, we are in the process of finalising the Equality Impact Analysis and confirming the measurable standards of Customer Charter. This will be considered at Cabinet in October.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	A proposal to become a member of the Institute of Customer Services (ICS) has been initiated. The ICS would be able to support NNDC in achieving our Customer Focus objective, specifically: Benchmarking, Customer Satisfaction, Employee engagement with the CS strategy, People Development of CS skills and Residents surveys. We are awaiting approval from within the budget.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	Initial discussions held with the HR to promote CS focused courses on the internal training program, Skillgate. Further plans to be coordinated with the new Customer Service Strategy & Charter. CS Strategy to go to Cabinet in September/October.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	A discussion has been started with the lead officer responsible for the implementation of the Customer Service Strategy and Customer Charter to ensure monitoring is integrated into the implementation.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

		30/06/2021
<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance	★
	Comments	The Customer Service Strategy has been developed and will be ratified by the end of September 2021. This is being used to inform and develop existing projects and initiatives into a coherent customer service improvement programme.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	●
	Comments	On hold pending Member confirmation of the questions that need to be contained within the survey.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	●
	Comments	This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 31 December 2021. The completion date for this action has been reset to 31 March 2022.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	★
	Comments	This project has been delayed due to Covid-19 and has now been programmed to be prepared in the period October to December 2021.
	Owner	Steve Blatch
	Stage	Parked
	Start Date	02/12/2019
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	✔★
	Comments	The Town and Parish Council Forum has moved to a 'remote/virtual' format with a meeting held on 24th May 2021. It is then intended that these will move forwards on a quarterly basis.
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/09/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	●
	Comments	Delayed due to Covid-19.
	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022

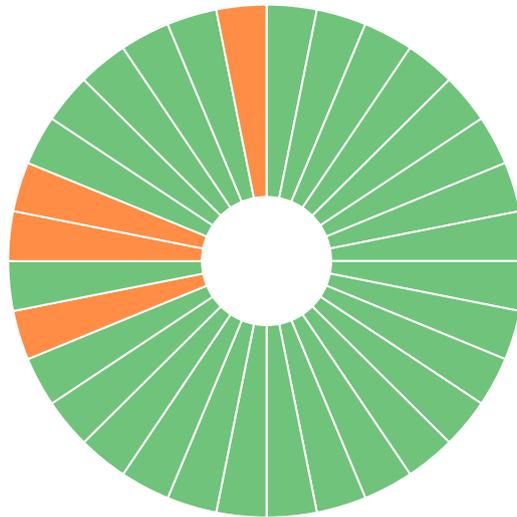
30/06/2021

<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	
	Comments	An Environmental Forum was held on 23rd April 2021.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	The capability to deploy online feedback and consultation portals has been developed and is available to be deployed in support of any corporate or service team workstreams.
	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	
	Comments	Delivery of the Communications plan is now on-going and on course. We have agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

Climate, Coast and the Environment

North Norfolk has an outstanding natural rural and coastal environment, which makes the District a fantastic place to live, work and visit – our natural environment underpins our appeal as a popular holiday destination. The district also has 80 Conservation Areas which recognise the strong character of the local built environment. The district is at the frontline of climate change and declared a Climate Emergency in April 2019 and committed resources to establish an Environmental Forum with the objective of informing the development and implementation of an Environmental Charter. In turn this will lay out how we will lead community adaptation and reduce the Council's impact on the environment.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	The website has been updated and developed to be more user friendly. A new climate emergency email has been set up for members of the public to contact the Climate and Environment Team. We are building this and additional infrastructure to enable climate champions to be recognised and make communication with the Council as easy as possible. Discussions are taking place with local community and special interest groups with a view to working together on the climate agenda.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	✔
	Comments	The Charter is now adopted and has been published on NNDC website. An official launch of the document will take place later this month (July 30th)
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	The website has been updated and developed to be more user friendly. A new climate emergency email has been set for members of the public to get in touch with the Climate and Environment Team. An animation, launching the Environmental Charter and asking people to think about what sort of North Norfolk they want and what they can do to make those changes, is being added to the website. It will be launched across social media in August. Within NNDC carbon literacy training was offered to all Members of the Council, CLT and Management Team.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	Awareness of environmental challenges has been addressed via the Council's Environment Forum in April 2021. Actions are taking place to disseminate information regarding the environmental challenges faced across the District including website developments and social media promotions..
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set

		30/06/2021
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	★
	Comments	The Charter was adopted in May 2021. A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	The Environmental Policy Officer is due to review (in September 2021) the section in the committee report template on carbon impact / climate change with a view to strengthening it.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023

		30/06/2021
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	★
	Comments	Applied for Government funding for UK Power Networks to carry out a feasibility study to improve electricity infrastructure around the Reef in Sheringham to facilitate installation of a solar panel car port and EV charging points..
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	The Head of Coastal Partnership East is developing business case themes to assist delivery of key priorities to be presented to the Coastal Partnership East Board by the autumn of 2021.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	Anglia Coastal Monitoring Programme ongoing and discussions underway for future monitoring requirements. UEA research secondment progressing well and looking to extend if funding available, report expected early autumn.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been submitted. Significant work completed to prepare for the progression of this nationally important innovative project is underway.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	★
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been submitted. Significant work completed to prepare for the progression of this nationally important innovative project is underway.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023

		30/06/2021
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	Maintenance of coastal assets has continued over the last quarter and has included preparations for autumn 2021 scheme at Overstrand and preparing for capital schemes.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	Continued engagement with LGA Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from CPE team.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	Collecting and monitoring data regarding tree planting is set up and taking place.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	A draft tree planting strategy is being written for the project including overall aims of the project and how they are going to be achieved. The process for gaining approval for this strategy is currently being decided.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	<p>This is an ongoing piece of work - we are proactively engaging with communities and individuals to deliver trees over the next tree planting season (October 2021 - March 2022).</p> <p>The due date has been deleted as this is an ongoing project until the end of the corporate plan in 2023.</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	The planning for the next planting season, October 2021 to March 2022, is currently taking place. As at July 2021 approximately 40,000 trees are planned to be planted.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022

		30/06/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	<p>Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Councils Holt Road offices during 2020/21.</p> <p>An alternative location for North Walsham has been identified and we are waiting for UKPN to increase their infrastructure at this site.</p> <p>Due date has been changed due to delays with UKPN.</p>
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of further charging points	Performance	●
	Comments	<p>Feasibility and options for future locations to be discussed with the Environmental Policy Officer.</p> <p>Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.</p>
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	★
	Comments	<p>The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.</p> <p>Reply</p>
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	●
	Comments	<p>Work in this policy area is ongoing. There are other opportunities and initiatives to explore. A lift share scheme has been initiated by the Climate and Environment Team with budgetary support from HR.</p>
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/10/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	<p>This will form part of wider communications on environmental objectives, undertaken by the environmental post holders and forms part of the overall Environmental Charter content</p>
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021

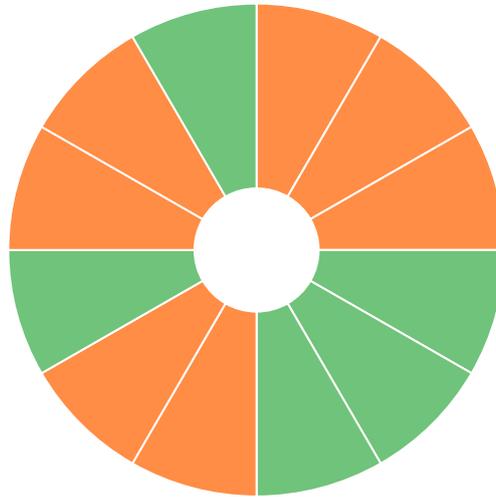
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	★
	Comments	<p>We continue to discuss with Serco, the opportunities for additional services such as the collection of waste electrical items from the kerbside and the re-use of good quality bulky items (furniture etc.) rather than the disposal. The introduction of these has been problematic due to the covid situation.</p> <p>We are also planning to undertake another analysis of the residual waste in order to develop waste reduction and recycling campaigns and interventions. This will take place in Q2/3.</p> <p>Further actions have been limited due to increased management and monitoring of the Serco contract to ensure acceptable performance and customer service.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	✔
	Comments	n/r
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	The community fridges in both Stalham and Sheringham have now opened. Further actions have been limited due to increased work around the management and monitoring of the Serco contract.
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	<p>We are anticipating that a number of the ancillary fleet will be delivered as all electric variants and these will be deployed on the contract during September. One vehicle is due to be delivered in August and a further seven are due early September. The Council is working with Serco to install dedicated charge points around the district to ensure suitable deployment range can be achieved. Some improvements to the thermal efficiency of the depot have been delayed in order to allow investigation of alternatives which may give rise to improvements beyond those achievable within the current buildings.</p>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/04/2022

Quality of Life

North Norfolk is a wonderful place to live and work, with strong and vibrant communities and most of our residents enjoying a good quality of life. The Council and its partners are committed to improving the wellbeing of older people through social prescribing and promoting the development of Housing with Care / Extra Care provision where people can live independently for longer with opportunities for social interaction. The Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life and, within the financial constraints the Council operates within, it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the district's appeal as a place to live and visit.

Latest Update



30/06/2021

<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	The foundational work has been delayed due to Covid-19 so it is impossible to proceed to this project at this time.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	<table border="1"> <tr> <td data-bbox="491 40 745 118">Performance</td> <td data-bbox="745 40 1469 118" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="491 118 745 1344">Comments</td> <td data-bbox="745 118 1469 1344"> <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. </td> </tr> <tr> <td data-bbox="491 1344 745 1384">Owner</td> <td data-bbox="745 1344 1469 1384">Jenni Jordan</td> </tr> <tr> <td data-bbox="491 1384 745 1424">Stage</td> <td data-bbox="745 1384 1469 1424">In Progress</td> </tr> <tr> <td data-bbox="491 1424 745 1464">Start Date</td> <td data-bbox="745 1424 1469 1464">04/02/2020</td> </tr> <tr> <td data-bbox="491 1464 745 1505">Due Date</td> <td data-bbox="745 1464 1469 1505">31/03/2024</td> </tr> </table>	Performance	★	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. 	Owner	Jenni Jordan	Stage	In Progress	Start Date	04/02/2020	Due Date	31/03/2024
Performance	★												
Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. 												
Owner	Jenni Jordan												
Stage	In Progress												
Start Date	04/02/2020												
Due Date	31/03/2024												
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	<table border="1"> <tr> <td data-bbox="491 1505 745 1545">Performance</td> <td data-bbox="745 1505 1469 1545" style="text-align: center;">✔</td> </tr> <tr> <td data-bbox="491 1545 745 1659">Comments</td> <td data-bbox="745 1545 1469 1659"> <p>The accessibility guide was ready for use for the North Norfolk Visitor Centre (NNVC) for the start of the 2020 season.</p> </td> </tr> <tr> <td data-bbox="491 1659 745 1700">Owner</td> <td data-bbox="745 1659 1469 1700">Sonia Shuter</td> </tr> <tr> <td data-bbox="491 1700 745 1740">Stage</td> <td data-bbox="745 1700 1469 1740">Completed</td> </tr> <tr> <td data-bbox="491 1740 745 1780">Start Date</td> <td data-bbox="745 1740 1469 1780">04/02/2020</td> </tr> <tr> <td data-bbox="491 1780 745 1821">Due Date</td> <td data-bbox="745 1780 1469 1821">31/12/2021</td> </tr> </table>	Performance	✔	Comments	<p>The accessibility guide was ready for use for the North Norfolk Visitor Centre (NNVC) for the start of the 2020 season.</p>	Owner	Sonia Shuter	Stage	Completed	Start Date	04/02/2020	Due Date	31/12/2021
Performance	✔												
Comments	<p>The accessibility guide was ready for use for the North Norfolk Visitor Centre (NNVC) for the start of the 2020 season.</p>												
Owner	Sonia Shuter												
Stage	Completed												
Start Date	04/02/2020												
Due Date	31/12/2021												

<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	★
	Comments	<p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p>
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 5.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events	Performance	●
	Comments	Due to tender for works by September.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	●
	Comments	<p>A tender has been awarded and off site modular units are under construction for new facilities at Queens Road Fakenham and Stearmans Yard Wells..</p> <p>Advised of potential 22% project cost uplift due to construction inflation and materials shortage.</p> <p>This information has been passed to the S151 Officer for review.</p>
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	Green Flags awarded to Holt Country Park, Sadlers Wood and Pretty Corner Woods. 2021 Blue Flag awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	It has been decided to postpone until 15 May 2022. This is due to Covid-19 restrictions, and the uncertainty of being able to organise the event.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022

<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	
	Comments	Delayed due to Covid-19.
	Owner	Laura Blackwell
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review	Performance	
	Comments	n/r
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020

Financial Sustainability and Growth

Looking forward the Council will need to be even more innovative in its approaches to maintaining and increasing service provision, building upon its record of robust financial management through identifying new sources of income, making sound investments and delivering high quality services in the most efficient way possible.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	This is being progressed as part of the Zero Based Budgeting (ZBB) project. Once a new cost base is established as part of ZBB, fees and charges can be set which reflect an updated cost of delivering the service.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience policy	Performance	★
	Comments	This is temporarily on hold due to the focus on the Community Revival Fund during the summer. Work will be rescheduled pending the outcome of the bid.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	A template will shortly be circulated to managers to allow them to complete their Gold and Silver budget options. Full training is planned over the Summer/Autumn for managers and Members. ZBB templates will be submitted to Finance in October 2021.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	★
	Comments	There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	●
	Comments	Each Service has been asked to prepare a Team Plan over August to highlight what needs to be achieved in the coming year. This will be used as the basis for Zero Based Budgets to be prepared in September and October. As part of this, managers will be asked to look at ways to increase efficiency within their service areas where possible.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	A draft report on the Financial Sustainability Strategy framework and development cycle was discussed with the Corporate Leadership Team (CLT) in July 2021. It is planned that the final strategy for Cabinet approval will be considered at their meeting in September or October.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	A detailed proposal is being prepared and will be brought to Cabinet in November 2021.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	★
	Comments	A briefing has been provided regarding the agreed policy. Project proposal to be completed by 31 December 2021 and submitted to CLT.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2022
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	✔
	Comments	n/r
	Owner	Renata Garfoot
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Comments	<p>Changes in the Public Works Loan Board has impacted on the Council's ability to fund property investment opportunities. Due to this its unlikely that any new opportunities that arise will be progressed due to the financial impact on the Council by this change of policy.</p> <p>A rent recycling scheme is being developed that will enable the Council to invest in schemes were there is a clear regeneration benefit.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	★
	Comments	Feasibility and options for future locations to be discussed with the Environmental Policy Officer. Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance
Comments		This is an ongoing piece of work that will be informed by the Action Plan which is currently in development. In the short term an opportunity to install a car port at the Reef, Sheringham is being explored.
Owner		Annie Sommazzi
Stage		Not Started
Start Date		04/02/2020
Due Date		31/12/2021

Performance achieving targets

Key Performance Indicators

This report shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly and quarterly measures.

		Jun 2021
CS 001 Number of complaints	Performance (YTD)	
	Actual (Period) (YTD)	109
	Target (YTD)	105
	Direction of change (YTD)	
	Owner	Jane Wisson
	Comments	With all complaints at the moment - the impact of the pandemic has meant some service areas are catching up with processing of workloads e.g. Council Tax. We are seeing an even spread of other complaints throughout the rest of our service areas from delays in planning decisions, refunds for payments of brown bins to car parking issues with internet interruptions.
	Objective/ Department	<ul style="list-style-type: none"> ■ Customer Services Management ■ 3 - Customer Focus
EG 011 Number of businesses supported	Performance (YTD)	
	Actual (Period) (YTD)	195
	Target (YTD)	50
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 2 - Boosting Business Sustainability and Growth
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	408
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ People Services
HS 001 Number of affordable homes built	Performance (YTD)	
	Actual (Period) (YTD)	66
	Target (YTD)	25
	Direction of change (YTD)	
	Owner	Nicky Debbage
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	
	Actual (Period) (YTD)	62,035
	Target (YTD)	62,035
	Direction of change (YTD)	
	Owner	Karl Read
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environment and Leisure

		Jun 2021
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	148
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	536
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning

Performance Focus

This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly and quarterly measures.



Latest Update

		Jun 2021
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	60.76
	Target (YTD)	20.00
	Direction of change (YTD)	↗✘
	Owner	Renata Garfoot
	Comments	The majority of arrears are from 2 tenants. One of which relates to service charge queries and not rent. The other tenant pays annually and it is anticipated that a payment will be made prior to the end of year resulting in the outstanding balance being paid. The Councils debt recovery policy is followed in relation to all arrears.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	▲
	Actual (Period) (YTD)	15.00
	Target (YTD)	14.00
	Direction of change (YTD)	▼
	Owner	Trudi Grant
	Comments	The service has continued to receive a significant increase in the number of reported changes in circumstances since April. Our target to make a decision on a reported change in circumstance is 14 days. Our performance for Q1 was 15 days. We have seen a recent a drop in performance for Q1 as we have concentrated on processing older outstanding work. We also see a rise in the number of reported changes at the beginning of the financial year due to uprating's of income and also beginning of year rent increases. We are pleased the service is continuing to perform well despite the significant increase to our workloads.
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	109
	Target (YTD)	105
	Direction of change (YTD)	↗✘
	Owner	Jane Wisson
	Comments	With all complaints at the moment - the impact of the pandemic has meant some service areas are catching up with processing of workloads e.g. Council Tax. We are seeing an even spread of other complaints throughout the rest of our service areas from delays in planning decisions, refunds for payments of brown bins to car parking issues with internet interruptions.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	8.33
	Target (YTD)	80.00
	Direction of change (YTD)	↗✘
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A recent discussion has been held with the portfolio holder over how best to report this data in future.

		Jun 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	13.89
	Target (YTD)	80.00
	Direction of change (YTD)	✘
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future.
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	▲
	Actual (Period) (YTD)	1.58
	Target (YTD)	1.50
	Direction of change (YTD)	↕
	Owner	James Claxton
	Comments	While it is always disappointing to see an increase in any absence overall there is no need for concern as much of this is attributable to long term health related issues. This situation will continue to monitored by the HR Team with additional support provided by the Council's Occupational Health provider.
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	▲
	Actual (Period) (YTD)	27.04
	Target (YTD)	32.00
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	The NDR collection has reduced as at end of June 2021. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date.

This report does not contain any data

This report does not contain any data

All other management performance measures

This report shows performance for all other monthly, quarterly and annual operational management performance measures. The performance levels shown are the year-to-date figures for monthly and quarterly measures.



Latest Update

		Jun 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	★
	Actual (Period) (YTD)	80.95
	Target (YTD)	80.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	●
	Actual (Period) (YTD)	75.00
	Target (YTD)	80.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
	Comments	Two additional properties recently added to this measure, have been marketed resulting in interest from potential tenants. A lease to one asset is in negotiation and business proposals are being considered on the other asset and its anticipated that both will result in lettings which will bring the performance back up to target.
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit Team
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit Team.
AU 004 Percentage of audit days delivered	Performance (YTD)	★
	Actual (Period) (YTD)	100.00
	Target (YTD)	1.00
	Direction of change (YTD)	→
	Owner	Lucy Hume
	Comments	Planned days have been delivered.
BC 001 Building Control income (£)	Performance (YTD)	●
	Actual (Period) (YTD)	93,990.00
	Target (YTD)	94,998.00
	Direction of change (YTD)	↕✓
	Owner	Stuart Tate
	Comments	

		Jun 2021
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	16.33
	Target (YTD)	20.00
	Direction of change (YTD)	↗✗
	Owner	Trudi Grant
	Comments	
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	▲
	Actual (Period) (YTD)	15.00
	Target (YTD)	14.00
	Direction of change (YTD)	↘✓
	Owner	Trudi Grant
	Comments	The service has continued to receive a significant increase in the number of reported changes in circumstances since April. Our target to make a decision on a reported change in circumstance is 14 days. Our performance for Q1 was 15 days. We have seen a recent a drop in performance for Q1 as we have concentrated on processing older outstanding work. We also see a rise in the number of reported changes at the beginning of the financial year due to uprating's of income and also beginning of year rent increases. We are pleased the service is continuing to perform well despite the significant increase to our workloads.
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	9
	Direction of change (YTD)	→
	Owner	Lynda McElligott
	Comments	
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	0
	Direction of change (YTD)	→
	Owner	Lynda McElligott
	Comments	
CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	0.00
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Targets suspended due to Covid-19.
CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	16.23
	Target (YTD)	
	Direction of change (YTD)	↗✗
	Owner	James Jacobs
	Comments	Targets suspended due to Covid-19.

		Jun 2021
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	●
	Actual (Period) (YTD)	79.83
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Owner	Phillip Rowson
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.60
	Target (YTD)	10.00
	Direction of change (YTD)	↓✓
	Owner	Phillip Rowson
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	12
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Phillip Rowson
	Comments	

		Jun 2021
EG 009 Grants awarded (£)	Performance (YTD)	★
	Actual (Period) (YTD)	2,518,989.00
	Target (YTD)	0.00
	Direction of change (YTD)	✖
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	★
	Actual (Period) (YTD)	84.39
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Owner	Emily Capps
	Comments	
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	10
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	49,976.00
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Sonia Shuter
	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,846
	Target (YTD)	
	Direction of change (YTD)	✔
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,039
	Target (YTD)	
	Direction of change (YTD)	✔
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	429
	Target (YTD)	
	Direction of change (YTD)	✔
	Owner	Lisa Grice
	Comments	

		Jun 2021
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	
	Actual (Period) (YTD)	1.58
	Target (YTD)	1.50
	Direction of change (YTD)	
	Owner	James Claxton
	Comments	While it is always disappointing to see an increase in any absence overall there is no need for concern as much of this is attributable to long term health related issues. This situation will continue to be monitored by the HR Team with additional support provided by the Council's Occupational Health provider.
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	23
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	20
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	23
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	83,337
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Rob Holmes
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	
	Actual (Period) (YTD)	100,938.00
	Target (YTD)	18,000.00
	Direction of change (YTD)	
	Owner	Cara Jordan
	Comments	

		Jun 2021
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	
	Actual (Period) (YTD)	89.21
	Target (YTD)	90.00
	Direction of change (YTD)	
	Owner	Cara Jordan
	Comments	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	
	Actual (Period) (YTD)	76.00
	Target (YTD)	60.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	
	Actual (Period) (YTD)	2.00
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)	Performance (YTD)	
	Actual (Period) (YTD)	241,879.00
	Target (YTD)	200,376.00
	Direction of change (YTD)	
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	237
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	
	Actual (Period) (YTD)	29.15
	Target (YTD)	28.40
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	

		Jun 2021
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	
	Actual (Period) (YTD)	27.04
	Target (YTD)	32.00
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	The NDR collection has reduced as at end of June 2021. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date.

		Unknown
EG 003 Non-Domestic (Business) Rates Base (total number of properties)	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	