

Annual Report

Cover Page

For Cabinet pre-agenda only. A graphic designed version of the report is being prepared for inclusion in the Cabinet agenda.

Draft

Introduction

The year ended March 31, 2017, was a successful one for North Norfolk District Council.

We made good progress across a number of initiatives, recorded very high levels of customer-service satisfaction and maintained a strong financial position.

Council tax was frozen in 2016/17, and during the year it was announced that it would be frozen again – for a seventh successive year – in 2017/18. We are one of only a handful of local authorities to be able to deliver this.

Our forecasts are that there will be a balanced budget in both 2017/18 and in 2018/19, as we continue to offer good taxpayer value-for-money whilst living within our means.

There was a reorganisation of our senior management structure during the course of the year following the departure of the Chief Executive and the Head of Finance. Corporate Directors Nick Baker and Steve Blatch were appointed as joint Head of Paid Service and the reorganisation led to annual savings of nearly a quarter of a million pounds, and there were no recruitment or redundancy costs during the restructuring.

All four of our Blue Flag beaches – in Cromer, Mundesley, Sea Palling and Sheringham – retained their status, and work immediately got under way to build on that success. That work has paid off since the end of 2016/17, and it was announced recently that the beaches at East Runton and West Runton have also achieved the highly-coveted Blue Flag status. It means we now have nearly 10% of all the Blue Flag beaches in England, and no district has more.

The whole community was grateful for the work done by a wide range of people and agencies who helped during the storm surge in January, and with the subsequent clear-up. The tide gauge in Cromer recorded its highest water level since opening more than 30 years ago.

We successfully applied for a share of the £60m in the Community Housing Fund, and the money we will receive from the fund will help support local groups to deliver affordable housing in areas with high levels of second-home ownership. Meanwhile, more than 100 affordable homes have been completed in the district since the start of 2016/17.

Nearly 40 grants totalling more than £270,000 were made by our Big Society Fund during the year to support community projects.

In terms of jobs and the economy, an Economic Growth Plan was drawn up that helps us monitor progress across a range of projects. Helping businesses with networking, growth and apprenticeship events remains a key function of the Council, and Site Development Plans have been developed that will help give the local economy a further boost.

In conclusion, 2016/17 saw progress made across a range of initiatives, providing good value for money for our residents and businesses.

Cllr Tom FitzPatrick – Leader of the Council

Nick Baker and Steve Blatch – Heads of Paid Service

KEY PROJECTS AND INITIATIVES

We stepped up environment enforcement as part of our efforts to maintain our beautiful environment. The first fixed-penalty notice for fly-tipping in the district was issued, and a Christmas anti-dog mess campaign drove home our zero-tolerance message on dog fouling. There has been a renewed focus on improving our environmental-services performance, and we are focusing on procuring a new waste contract that will better meet taxpayers' requirements. The £8m sea defence scheme in Cromer was completed.

The Big Society Awards saw six community awards presented, along with an Act of Heroism award. Nearly 40 grants totalling more than £270,000 were made by the Council's Big Society Fund to support community projects.

The building of more than 80 affordable new homes was completed by the end of March, and a further 20 were completed soon after the year-end. We received the Empty Homes Innovation Award for our innovative approach on bringing vacant properties back into use. The award recognised the close working across Council departments to ensure suitable cases are processed as soon as possible.

A contract extension was signed with Better Broadband for Norfolk, which will make superfast broadband available to more of North Norfolk's homes and businesses. We paid for the installation of 32 fibre cabinets, providing access to fast broadband for more than 4,000 properties.

Networking events and Ready for Growth events were organised to help local businesses and job creators realise their potential. Business grants, mentoring support and advice on apprenticeships were also given. There were free-parking periods for Christmas shoppers in seven towns across the district.

The launch of the Sporting Centre of Excellence has already helped several young people enjoy success at county level and we will be looking to develop this initiative in the coming years. We retained all our Green Flag awards, at Holt Country Park, Pretty Corner Woods and Sadler's Wood.

Improvement work at Cabbell Park, Cromer, was completed. The football pitch has been moved and new facilities have been put in while some existing facilities have been improved. The yacht pond in North Lodge Park, Cromer, was refurbished. Other improvements to the park are planned. The annual Greenbuild event at Felbrigg Hall in September saw about 6,000 people visit over the weekend. The event will return this September.

North Norfolk, along with neighbouring Breckland and North Norfolk, will share a further £100,000 of funding from central government to support domestic abuse victims.

We launched a new mobile-friendly website, with more people contacting us electronically.

We submitted a bid to the Coastal Community Fund to support the Deep History Coast project, which would create a single-branded destination along the coast from Weybourne to Cart Gap. Unfortunately, the bid has since been turned down, but we remain committed to supporting this initiative and plan to provide funding and support for some of the things that would have been part of a successful bid.

OUR PRIORITIES - Jobs and the Local Economy

A district with a thriving economy offering better jobs and prospects for local people

Our Achievements

- Supported the existing Coastal Community Team (CCT) in Wells-next-the-Sea and the 'Deep History Coast' (Weybourne to Cart Gap – centred on Cromer)
- New CCTs have been established in Sheringham and Blakeney Channel, with £10,000 funding for each from the Department for Communities and Local Government (DCLG)

12 of our 13 projects are on target (92%)

PROJECTS

- Produced, agreed and implemented the Economic Growth Plan
- Delivered business networking and "Ready for Growth" events
- Employed 5 apprentices

Issues and challenges

The application to the Coastal Community Fund to support the Deep History project, submitted in December, was supplemented by architects drawings and a design scheme for the capital elements of the project. A strong partnership has been established with widespread commitment to the initiative. Unfortunately, the funding bid was unsuccessful; however other ways of delivering the key elements of the project are to be considered

Performance measures

- Reduction of **44%** in the numbers of young unemployed people since 2013/14
- **10%** Increase in the number of businesses
- **4%** decrease in the numbers of people employed and self-employed



OUR PRIORITIES - Housing and Infrastructure

To address housing and infrastructure for local people whilst meeting the market demand for housing

Our Achievements

- Sold all 14 of the 15 shared equity dwellings at Wells-next-the-Sea. The final property is sold subject to contract
- Provided eight new affordable homes at Upper Sheringham in partnership with Broadland Housing Association
- Secured a share of the £60m Community Housing Fund to support local groups to deliver affordable housing in areas with high second home ownership
- Received the prestigious Empty Homes Innovation Award for the innovative approach of the Enforcement Board to bringing empty homes back into use
- Implemented 32 new fibre cabinets which have provided access to fast broadband for over 4,000 properties

Issues and challenges

- Achieved a reduction in the number of long term empty homes (greater than six months) from 637 at the end of 2015/16 to 566 at the end of 2016/17. Long-term property numbers remain comparable with the same period last year but the trend is upwards which suggests the time could be right to consider additional support or incentives for those properties where enforcement is not an option

7 of our 11 projects are on target (63%)

- Adopted a new Housing Strategy 2016-2020 and action plan to achieve our housing objectives
- Approved a revised Housing Incentive Scheme
- Enabled 75 affordable dwellings to be built across the district as a result of Section 106 agreements with developers
- Completed the first “call for sites” in relation to the review of the Local plan. Some 600 sites are now being considered as part of the early stages of Local Plan selection

For 75% of our targets performance is improving

- **25%** increase in the number of affordable homes built
- **16%** increase in the number of households found a home
- **7%** increase in the number of very long term empty homes

OUR PRIORITIES - Coast and Countryside

A district where the beautiful natural environment is managed and protected for future generations

Our Achievements

- Thanked the wide range of agencies, individuals, rescue services and volunteers who contributed to the clean-up following the storm surge of 13 January
- Backed the Great British Spring Clean campaign by encouraging and supporting groups that want to help clear up litter that blights the streets, parks and beaches in our district. This formed part of the Council's on-going support to community litter picks which provided equipment to 107 community groups across the year
- Completed the £8million Cromer Coast Protection Scheme Phase 1
- Refurbished the Cromer Art Deco block and the Council is currently advertising for a partner to work with in further developing this building. The turrets on the zig zag slope have been restored to their former glory and environmental lighting has been installed into the pathway
- Held Green Build at Felbrigg Hall. Approximately 6,000 people visited the event over the weekend

Issues and challenges

- Fly tipping reported on public land is passed directly to Kier for collection. Only 54% of the reports sent to Kier were responded to within 2 working days which has had a significant effect on the overall response time. As part of the wider contract management process there are ongoing discussions about improving performance over the coming months
- Challenge the wind turbine appeal decision giving permission for two schemes: a turbine at Pond Farm, Bodham, submitted by Genatec with a maximum tip height of 66m; and Selbrigg Generation's application for a turbine with a maximum tip height of 78m at Selbrigg Farm, Hempstead. Council leaders have announced they will apply to the High Court in a bid to quash a decision of the Planning Inspectorate
- The number of events in country parks has been down on the target set at the beginning of the year due in part to the weather leading to the cancelling of some events. The team decided to focus on slightly fewer events of better quality and increased promotion on social media. This resulted in greater visitor numbers as you can see

9 of our 12 projects are on target (75%)

- Became the district with the best beaches in England, successfully retaining all Blue Flags at Sheringham, Cromer, Mundesley and Sea Palling and gaining a further two at East Runton and West Runton
- Successfully retained all Green Flag awards at Holt Country Park, Pretty Corner Woods and Sadler's Wood
- Reduced the number of properties in conservation areas or that are listed buildings that were an eyesore
- Throughout the year the Environmental Protection team has undertaken a number of specific campaigns in relation to dog fouling, these have been successful in reducing the fouling taking place in these locations
- Taken three successful environmental prosecutions to court

We met or exceeded 73% of our targets

- A focus on slightly fewer countryside events of better quality and increased promotion on social media has resulted in a **27%** increase in attendance figures
- Over **85%** of major planning applications were processed within thirteen weeks against a

from the 27% increase in attendance figures

target of 80%

- Minor planning applications processed within eight weeks have improved to **73%** and other applications to **83%** against targets of 70%
- Achieved low numbers of planning appeals (6) against all types of planning applications and the level of successful appeals against all application decisions is low (**23.1%**) and against major application appeals decisions is very low (**2.56%**)

Draft

OUR PRIORITIES - Health and Well-being

A district with vibrant communities and where healthy lifestyles are accessible to all

Our Achievements

- Launched the Sporting Centre of Excellence. Already several of the young people given specialist coaching have been celebrating success at a County level
- In March the Council held the very successful Big Society Awards event with six community awards presented along with an Act of Heroism award
- Secured an extra £100,000 of funding to support domestic abuse victims across West Norfolk, North Norfolk and Breckland over the next two years
- North Walsham Gymnastics Club has successfully been awarded their Inspired Facilities Fund from Sport England, and the Indoor Leisure Facilities Strategy work was key in supporting that application
- Announced that Sheringham Tourist Information Centre (TIC) has been handed over to North Norfolk Railway (NNR). The handover paves the way for a newly redeveloped TIC and toilet facilities and improved opening hours and has offered NNR the opportunity to shape how local services are run
- Held the Disability Sports Day at Holt Community Hub including; Boccia, indoor golf, and New Age Kurling attended by approximately 50 people
- Completed the Cabbell Park improvement works. As well as moving the pitch the Council has put in new facilities and improved some of the existing facilities
- Provided financial support for the Pedal Norfolk cycling event this year and plans to support the Wells Triathlon later in the year

Issues and challenges

- The Council acknowledged that performance in dealing with changes to circumstances for housing benefit and council tax support customers were not achieving targets in dealing with requests in a reasonable time. Despite difficulties in recruiting, the service recruited and trained staff to vacancies including two apprentices and experienced staff did overtime to speed up the processing of claims. In order to maximise administration time the telephony system was changed to make most efficient use of officer time. This included implementing a call-back system. An additional member of staff that had been seconded to Revenues returned to the Benefits Team. All of these actions have resulted in a significant improvement

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

- Awarded 37 grants totalling £273,817 to support community projects
- Developed a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district
- Seen a gradual increase in the number of calls and referrals to the Early Help Hub with positive outcomes being seen by clients. The Hub is set up to provide early intervention and preventative support to vulnerable families and older people
- Supported Stalham Town Council to produce and put in place a community resilience plan
- Taken successful health and safety and licensing prosecutions to court

For 60% of our targets performance was maintained or improved

- Completed more disabled facilities grants than last year, an increase from 79 to **140**, reflecting the additional funding available in 2016/17
- Achieved a 25% increase in the number of children going to events in our country parks

OUR PRIORITIES - Delivering Service Excellence

To make the council more efficient so that we can both deliver our priorities and offer value for money for local taxpayers

Our Achievements

- The Council successfully managed to freeze council tax for the 7th year in a row for council tax bills to be paid in 2-017/18
- The Council has a balanced budget not only for 2017/18 but also for 2018/19 and while there are still challenges ahead this represents a strong financial position further supported by our reserves
- Set a rigorous savings target to be delivered from a number of work streams for the 2017/18 financial year and was successful in achieving cashable budget savings totalling nearly £0.5m
- The Building Control Service achieved a 90% market share
- Awarded third place in the national Civic Office of the Year Awards. The Award was made for the Democratic Service Team's quality and innovation, promotion and best use of resources in service to the District Council's Chairman, and is designed to recognise the contribution to the Council's overall service provided to the community
- Agreed and implemented changes to Development Committee arrangements in order to enable the smooth running of the Committee and prevent members of the public from having to wait a long time during the meeting

Issues and challenges

- Despite resource constraints good progress has been made in many areas delivering the Digital Transformation Programme with a number of projects and workstreams being completed or approaching completion in the near future. However, the risks presented to business as usual and project timelines of the workload/resource imbalance remains a concern. Discussions with Corporate Leadership Team regarding this issue are continuing and have progressed significantly recently

14 of our 16 projects are on target (88%)

- The launch of the new website means it is now possible to carry out the majority of Council interactions, from paying council tax to reporting dog fouling, online
- North Walsham Town Council has now relocated to shared premises with Norfolk County Council's North Walsham Registration Office
- Fakenham Connect is now fully functioning as a shared public services hub
- An Asset Commercialisation Report on four potential development opportunities on Council owned sites has been prepared and considered. Public consultations on proposals are now being progressed

We achieved or exceeded 80% of our targets

- Collected **98.7%** of Council Tax and **99.36%** of Non-Domestic (Business) Rates. The Council Tax figure is the highest percentage collected for the past 10 years and the second highest ever collected by North Norfolk District Council. The Non-Domestic (Business) Rates figure is the highest percentage collected for the past nine years and the second highest ever collected by North Norfolk District Council

- Maintained very high levels of satisfaction with the service customers receive
- Responded to **92%** of Freedom of Information requests on time
- Both of the two Ombudsman investigations, where a member of the public complained about the Council, were successful for the Council
- Building Control income exceeded its target by 12% bringing in **£402,805**
- The income from planning applications fell by **31%**
- Legal Services increased their fee income by **45%**

Equalities

We will integrate equality into the day to day business of the Council

Our Achievements

- Completed the relocation of the Cromer West Prom disabled parking
- Established a rolling programme of switching energy supplier opportunities each year to enable residents to access lower priced energy
- Employed 6 apprentices and are looking at how the apprenticeship levy will be used for training spend

Issues and challenges

- The initial procurement of a consultancy to undertake the older persons specialist housing needs research was not successful. Updated data on the need for specialist accommodation is still in the process of being produced by Norfolk County Council. Once this research is available, it will be considered how the County research matches the outcomes required from the Council older persons research and whether the Council can target specific pieces of research and analysis which will build upon and complement the County research. The full range of options to deliver the project outcomes will be considered.

6 of our 7 projects are on target (86%)

- Supported the setting up of;
 - Mundesley Walking Football and Yoga (Community Hub)
 - Horning Yoga Class
 - Gimingham Pilates Class
 - Victory Leisure Centre Tai Chi Club
 - Stalham High Trampoline and Basketball (Club)
- Increased engagement with other statutory agencies and voluntary organisations that provide advice and support to people of all ages. The Early Help Hub team has seen an increase in the numbers of calls and enquiries

For 75% of our targets performance was maintained or improved

- Completed more disabled facilities grants than last year, an increase from 79 to **140**, reflecting the additional funding available in 2016/17
- Achieved a 25% increase in the number of children going to events in our country parks

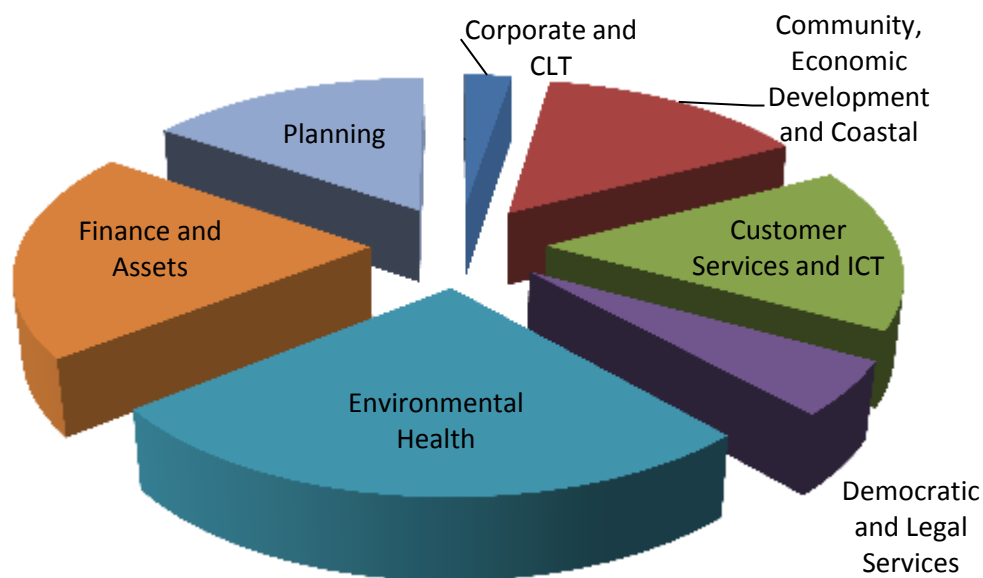
Finance

The Council finished the 2016/17 Financial Year in a strong Financial position, with an overall budget surplus of over £670,000 achieved. The Council maintained a balance on its general reserves of over £2m, above the minimum recommended threshold of £1.85m.

Elsewhere, within the Revenues and Benefits section, collection rates for Council Tax and Business Rates continue to exceed targets, and are at record highs. The collection rates for 16/17 were 98.70% for Council Tax and 99.36% for Business Rates.

The Council achieved its target of remaining debt free in 16/17.

The Council collects Council Tax and Business Rates on behalf of a number of public sector bodies in Norfolk. For every £1 of Council Tax our residents pay, NNDC retain approximately 9p. Here is what it was spent on in 16/17:

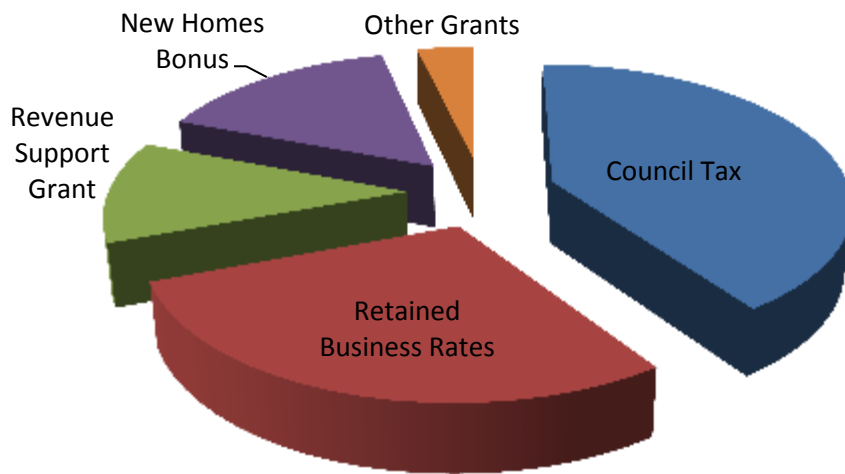


For every £ pound retained by NNDC in 16/17:

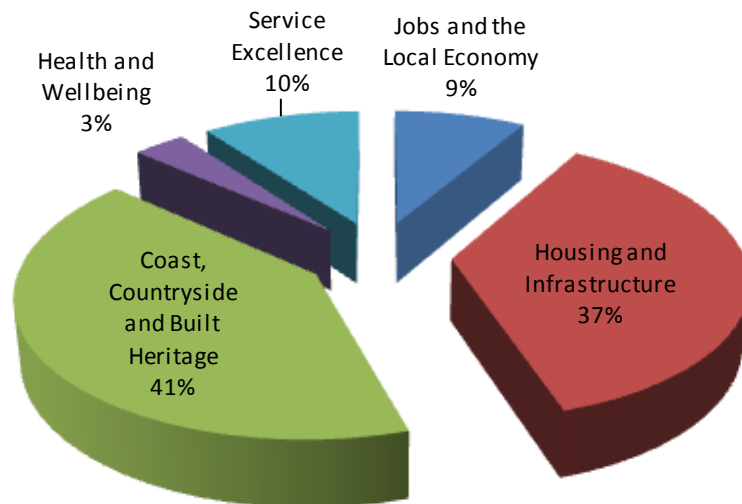
- **26p** was spent on Environmental Health this includes services such as household waste collection, rural sewerage schemes, environmental protection and cleansing.
- **20p** was spent on Finance and Assets this includes things such as audit, and the corporate finance team and looking after the Council's assets such as public conveniences.
- **16p** was spent on Customer Services and ICT this includes things such as collection of local taxes and benefit administration, provision of tourist information centres and business transformation.
- **15p** was spent on Community services, Economic Development and Coastal, this includes things such as car parks, markets, sport and leisure complexes, parks and open spaces, management of coastal protection, tourism and economic growth.

- **15p** was spent on Planning, this includes things such as enforcement of building regulations, land charges and property searches, as well as planning policy and development management.
- **5p** was spent on Democratic and Legal services, this includes things such as support for Members and Committee Administration, as well as the Council’s Legal team.
- **3p** was spent on Corporate functions and the Leadership Team, this includes things such as human resources and payroll, performance management and elections administration.

The Council improves its financial position by making use of a number of different funding sources in addition to Council Tax and Business Rates. The chart below shows the breakdown of funding for 16/17:









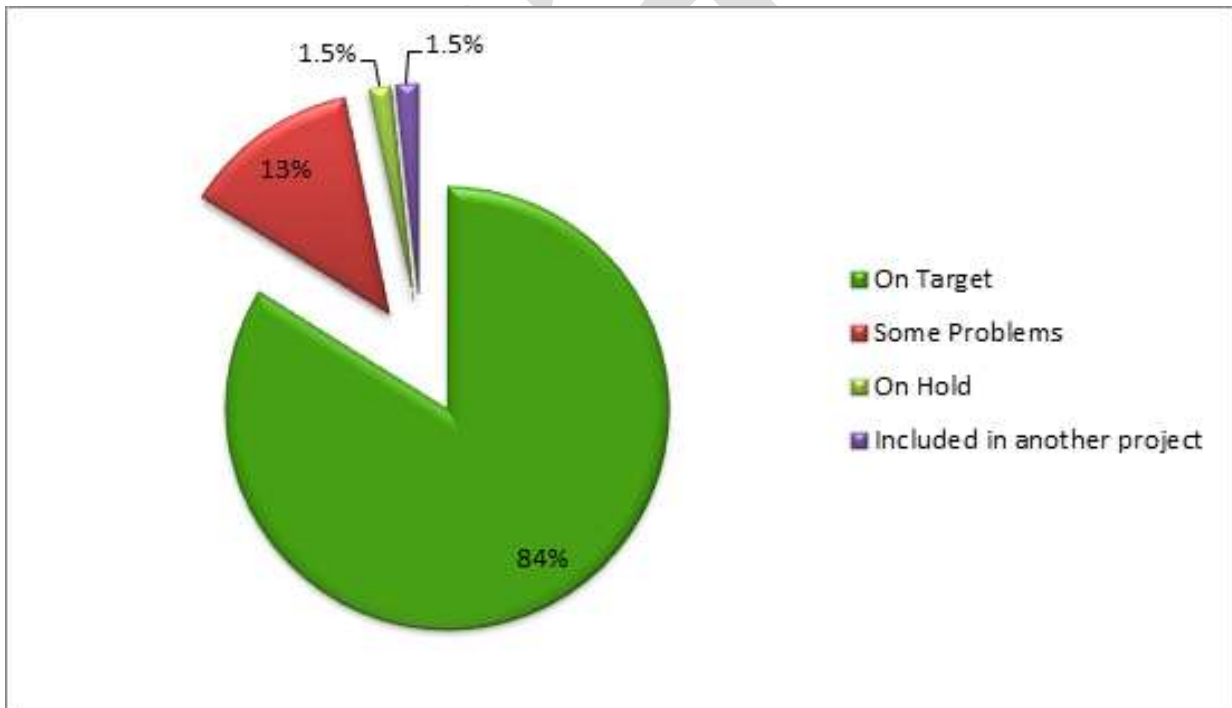
Each year, the Council spends money on items which are expected to be useful for more than one year – these are called Capital items. Examples of this include equipment, buildings or grants to outside bodies. This is how the Council spent its Capital budget in 16/17:



Appendix 1 – Annual Action Plan Delivery Report

Key



Activity Status	Symbol	Description
Completed Successfully		
On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/impact.
On Hold		Activities that have started but have had to pause.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Not Started		
		Signifies an action that has an outcome that meets our equalities objectives.





01 Jobs and the Local Economy

A district with a thriving economy offering better jobs and prospects for local people


A - Work to maintain existing jobs and help businesses expand by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Providing business grants and mentoring support	Develop and implement a business engagement programme, working in close collaboration with New Anglia LEP and other partners	On Track		<p>This is being carried out as planned, with most of the large businesses being contacted, visited and supported as required. The Business Engagement Strategy also delivers support to businesses as and when they approach the Council for support.</p> <p>Genix are now well established and providing excellent networking opportunities for small businesses in North Norfolk. The monthly Genix Coffee Means Business events are now hosting around 40 businesses at a time.</p>
2	Ensuring our procurement practise supports small and medium sized businesses operating in the district	Review our current procurement guidance and support local procurement	On Track		<p>Still trialling a new e-procurement system within Property Services, looking to expand council wide to enable secure electronic tendering over the summer. Procurement documentation to be reviewed and updated as required by the end of March 2018.</p>




	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
3	Supporting our market and coastal towns recognising their importance as economic hubs and local centres	Develop a forward programme of funding opportunities and regularly promote to the business community. To produce an NNDC list of schemes with potential match funding	On Track		Support has been given to the existing Coastal Community Team (CCT) in Wells-next-the-Sea and a new CCT has been established in Sheringham, with £10,000 funding from DCLG. Support has been given to local Town Chambers of Trade and to the establishment of new organisations where there are gaps. Working with our business engagement partner (GENIX/ MENTA) we are developing a suitable means by which to promote funding opportunities to the business community. A list of funding opportunities and relevant projects is being maintained.
4	Working with partners to improve access to faster Broadband for all our communities including investing directly £1m over the next 2 years	Monitor future roll out. Investment and coverage will be reviewed and reported on a six monthly basis	On Track		To the end of March 2017 the second contract has implemented 32 new fibre cabinets which have provided access to fast broadband for over 4,000 properties. The order of the rollout continues to be based, on the most efficient possible, to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs. 12 more cabinets have begun implementation and a further 16 surveys have been completed.


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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
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	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Providing a business start-up package of support and funding	Review funding and implement a new scheme from September 2016	On Track		The Business Engagement Strategy is being delivered as planned. The approved Enabling Fund is being re-developed to support the regeneration of market towns. Other business support funding is being delivered by the LEP with the Economic Growth team promoting this via the Genix newsletter.


C - Improve the job opportunities for young people within the District by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Encouraging employers to offer apprenticeships	Ensure that information on apprenticeships is included within all business engagement activity	On Track		The Business and Skills Support Coordinator has developed a full programme of activity, liaising with employers with the Business Development Officer to ensure businesses have access to the right information to be able to employ apprentices from the pool of North Norfolk's young people. The event in May will also encourage employers to offer apprenticeships as it will include a variety of speakers including apprenticeship training providers.
2		Explore opportunities for further apprenticeships within the Council as an employer	Completed Successfully		The Council continues to provide apprenticeship opportunities. We currently employ 5 apprentices and are considering further apprentice opportunities for 2017/18.
3	Working with partners to bring businesses and schools together to ensure skills	To co-ordinate all of the interested bodies and put together an	On Track		The Business and Skills Support Coordinator is working with employers of all kinds to ensure they take up work experience placements, interns and apprenticeships. A piece



	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	match needs and jobs	action plan for North Norfolk.			of research is intended to be developed to provide further clarity of how the benefits of brokering relationships between schools and businesses (and therefore the benefits to NN's young people) can be maximised.
4	Supporting provision of a North Norfolk centre for science, technology, engineering and maths (STEM)	We will consider the conclusions of the feasibility study to test the most effective model of delivery and develop an appropriate outline business case, with identified potential funding sources	On Track		<p>The Council commissioned specialist consultants NWES to undertake a Full Business Case in order that an informed decision can be taken about the possible development of a STEM based Enterprise Centre in North Norfolk.</p> <p>A review has been undertaken of potential sites for such a development and a shortlist of sites is being developed.</p> <p>The final report is due Summer 2017.</p>

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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Working with the New Anglia Local Enterprise Partnership (NALEP) to access funding streams	Produce a quarterly report of projects to be included in the LEP Project Pipeline	On Track		Bids were presented to both NALEP and Norfolk County Council Business Rate Pool. New processes for monitoring and reporting on grant funding in the area have been established.

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
2	Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice	Design a coherent approach to marketing the economic growth opportunities that the District offers in particular the Egmore and Scottow enterprise zones	On Track		The Site Development Plans for both the Scottow and Egmore Enterprise Zones are complete. This will support the development of a separate 'Space to Innovate' marketing plan led by New Anglia. Collaboration with other authorities locally is expected to result in a coherent and pro-active approach to attracting inward investment.

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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Investing in our assets to support the tourism economy and promote the 'Deep History' concept	Explore the opportunities of the World Heritage Site Status and ensure any projects such as the Cromer West Prom project and will capitalise on the Deep History concept and findings	Some Problems		The application to the Coastal Community Fund, submitted in December, was supplemented by architects drawings and a design scheme for the capital elements of the project. A strong partnership has been established with widespread commitment to the initiative. Unfortunately the funding bid was unsuccessful; however other ways of delivering the key elements of the project are to be considered.
2	Encouraging a private sector lead to tourism promotion with support in developing a strong brand	Continue to support the Destination Management Organisation (DMO) and explore the benefits of a BID	On Track		The DMO is now self sustaining and has been delivering support to their membership, utilising a new website. The DMO do not have the capacity to develop a Business Improvement District at the

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
		approach Management			current time, but the Economic Teams Project Enabler will be looking into funding opportunities shortly.



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02 Housing and Infrastructure



To address housing and infrastructure for local people whilst meeting the market demand for housing

A - Increase the number of new homes built in the District by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Encouraging the early completion of dwellings through incentivisation measures	Review and update the Housing Incentive Scheme in light of any changes in market circumstances and Government guidance by December 2016	On Track		Revised Housing Incentive Scheme considered by Planning Policy & Built Heritage Working Party on 20 March 2017, and Cabinet on 3 April 2017.
2		Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review	On Track		To date there has been limited interest from communities to prepare Neighbourhood Plans. Holt, Corpusty, Happisbough, and Overstrand are designated Neighbourhood Areas allowing for these communities to prepare Neighbourhood Plans if they choose to do so. Corpusty is the furthest advanced in the process with a draft plan almost complete.
3		Identify new housing sites through the local plan review process	On Track		Work of the Planning Policy team has been focussed on identification of site options and a call for sites has been completed. Some 600 sites are now being considered as part of the early stages of Local Plan selection.
4	Commissioning a specialist housing needs survey in the context of market and social demand	Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local	Some Problems		The initial procurement of a consultancy to undertake the older persons research was not successful. Updated data on the need for specialist accommodation is still in the process of being produced by Norfolk County Council. Once


	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
		plan review 			this research is available, it will be considered how the County research matches the outcomes required from the Council older persons research and whether the Council can target specific pieces of research and analysis which will build upon and compliment the County research. The full range of options to deliver the project outcomes will be considered.
5	Providing grants and loans which support the delivery of local housing initiatives	Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development	On Track		The 2016-2020 Housing Strategy was adopted by Full Council in November 2016, the Action Plan includes an action to consider whether further loans can be provided. It is expected that the draw down of the loan funding to Broadland Housing Association will take place in June 2017.

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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Encouraging the building of affordable homes in sustainable locations	Continue to negotiate sufficient affordable housing through S106 agreements from planning applications	On Track		In 2016/17, Section 106 Agreements already in place delivered a total of 75 affordable dwellings across the district. Work continues to ensure that the viable amount of affordable housing is secured and delivered through the completion of Section 106 Agreements.
2	Addressing the housing waiting list by enabling more exception	Continue the 'housing enabling' work and engagement with	Some Problems		Work is ongoing to ensure that there remains a pipeline of affordable housing schemes which meet both general and

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	schemes that provide local housing for local people	local communities on a pipeline of 'rural exceptions' schemes			local housing need across the district. This includes work in relation to the Community Housing Fund. The ending of the fixed term Housing Development Officer post on 31 December 2016 has however reduced capacity for this work. It has been agreed that a fixed term Local Housing Enabler post will be recruited to support work in relation to the Community Housing Fund and this post will work in conjunction with a further fixed term post which will be shared with the Borough Council of Kings Lynn and West Norfolk and Breckland District Council.

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



	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Undertaking a review of all planning policies and land allocations to inform the new Local Plan up to 2036	Commission evidence required to form the basis of Local Plan review and update through the working party	Some Problems		Whilst steady progress continues to be made the overall Local Plan review is around six months behind the published timetable due mainly to failure to recruit replacement and additional staff. The team are currently examining the way in which this project is resourced.

D - Reduce the number of empty properties by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Working pro-actively across the	Provide a quarterly update on an on-	On Track		Long-term property numbers remain comparable with the

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	Council using all available powers to bring empty properties back into use	going basis, where the Council has instigated enforcement action			same period last year but the trend is upwards which suggests the time could be right to consider additional support or incentives for those properties where enforcement is not an option.

E - Improve the infrastructure needs of the District by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham	Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report	On Track		<p>NNDC agreed to contribute £15k towards the preparation of a technical study for the line.</p> <p>Working with partners to progress two separate workstreams:</p> <ol style="list-style-type: none"> 1. Feasibility of two trains per hour between Norwich and North Walsham, to be led by NNDC, and 2. New halt at Broadland Business Park to be led by Broadland DC
2	Exploring with partners the scope to improve road network capacity alongside major development proposals	Consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district known as section	Not Started		The Councils approach to Section 106 obligations will be considered as part of Local Plan




	Corporate Objective	Plan	Action 16/17	Status	Progress/ Action Note
			106 agreements		review.



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03 Coast and Countryside

A district where the beautiful natural environment is managed and protected for future generations



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


	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants	Develop and submit proposals for projects under the European Marine and Fisheries funding and Leader programmes	On Track		The new Fisheries Local Action Group (FLAG) is now meeting as part of a North Norfolk Commercial Fishing Forum. No Funding bids have been made as yet, though the opportunities are being explored.
2		Analyse criteria for funding requirement from the emerging £90m coastal community fund	On Track		A list of funding opportunities and relevant projects is being maintained. The North Norfolk Commercial fisheries Forum, representing the local fishing sector and related activities, is the means by which activities affecting the local fishing sector can be coordinated. An application was made to the Coastal Community Fund to support the delivery of the Deep History Coast project - this was unsuccessful but an application by Wells Malting was approved. Projects for future CCF rounds will be considered as appropriate, and the establishment of four Coastal Community Teams will position the area well.
3	Working with partners to identify funding and deliver schemes	Continue to develop and promote the Norfolk & Suffolk Coastal Partnership	Some Problems		Structure still developing and Job Descriptions of cross boundary posts under development. Engineering Manager Job Description developed and undergoing market testing prior

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	which will enable us to manage our coastline				to advertisement. Measured Term Contract under procurement for NNDC area only following investigation into options for CPE linkages. CPE website under development but wider ICT development needs require further resolution. Issues have been encountered with utilising Skype communications between the partners. Some progress made in improving consistent CPE asset dataset and also in utilising wider team resource across projects.
4		Continue to work with private sector partners on a scheme for Bacton and affected communities	On Track		Mundesley Coastal Management Scheme Outline Business Case under development with successful public exhibition in January 2017. Development of preferred option now reaching conclusions. Funding application for third party contribution from Anglian Water under development to supplement NNDC and FCERM contributions. Additional potential local contributions will also be explored. Second Draft of Bacton the Walcott Coastal Management Scheme Development Agreement produced and shared with operators. Update to NALEP business case required to seek additional funds. FCERM grant in aid business case to be developed. Additional avenues of contributions and cost savings under continued investigation.
5		Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following	On Track		Unfortunately the Deep History Coast bid was not successful and officers are reviewing the position in relation to the project at present in terms of future progression. However, implementation of Phase 1 of the west prom project


	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
		completion of the major Cromer Defence scheme. This will include development of the 'Deep History' concept.			continues with various elements having been delivered so far this year. Some of these improvements relate to infrastructure works that will support further development at later stages of the project and include the relocation of the parking area, clearing of the old buildings on the Melbourne slope, ducting for provision of new lighting, drainage and improvements to power supplies. The new public conveniences have been installed along with the new kiosk unit while the installation of the new play equipment is imminent and will be in place for the summer season. The Art Deco block has been refurbished and the Council is still currently seeking a partner to work with in further developing this building.

B - Protect the wonderful countryside and encourage sustainable access by


	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Caring for our areas of outstanding natural beauty and protected areas and liaising with other organisations	Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future	Some Problems		Unfortunately planning permission was not granted for the development of the car park and new public conveniences within North Lodge park so officers are currently reviewing the position. Further consideration and in respect of the other parks will be undertaken later this year.
2	Through careful management,	Work with other agencies to retain	Completed		All Blue Flags have been retained at Sheringham,


	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area	four of the district's Blue Flags for the quality of the beaches and to achieve quality coast awards elsewhere	Successfully		Cromer, Mundesley and Sea Palling. A further two have been gained at East Runton and West Runton.
3		Assess and implement requirements for new Green Flag Awards and work to retain existing awards	Completed Successfully		All Green Flag awards have been retained at Holt Country Park, Pretty Corner Woods and Sadler's Wood.


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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Working with other Councils on the Norfolk Waste Partnership to consider ways in which we can maximise recycling thereby minimising waste to landfill	Implement a behavioural change campaign across Norfolk to reduce waste and contaminated recycling	On Track		Norfolk Waste Partnership (NWP) Board will consider a report regarding food waste and alternative collections at its next meeting due to take place in June 2017.

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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Addressing properties and sites which create eyesores and detract from our natural	Through the work of the Council's Enforcement Board take appropriate action where listed buildings and	On Track		A proactive approach continues to be taken to the management of the districts stock of listed buildings and those key sites within designated conservation areas. Through positive

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	and built environment	buildings within conservation areas are considered to be at risk			<p>engagement with owners/occupiers, improvements to buildings have been secured without the need for further enforcement action. In consultation with the Board, Conservation and Design have sent warning letters to owners which have prompted physical action to be taken to preserve and enhance a number of key buildings/sites. Where action has not been taken, these warning letters have been followed-up with Repairs Notices, Section 215 Notices and an Urgent Works Notice when necessary.</p> <p>The Combined Enforcement Team now provides a focus for targeted enforcement action on eyesores across the district working closely with teams from Planning, Conservation, Environmental Health and Council Tax to coordinate action. Although negotiation is the first option the Combined Enforcement Team has increased the number of enforcement notices served which has resulted in a significant reduction in the number of long standing cases.</p>
2	Tacking dog fouling, fly tipping and litter across our district through Community Engagement Schemes	Review our approach to enforcement and bring a report forward on agreeing direct action to complement and give community engagement schemes more power	On Track		Throughout the year the Environmental Protection team has undertaken a number of specific campaigns in relation to dog fouling, these have been successful in reducing the fouling taking place in these locations. We continue to work with the local communities and community dog wardens within identified hotspot locations with real success. The employment of






	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
					<p>a Ranger post has significantly increased our presence within these communities and has led to a lot of intelligence being passed our way.</p> <p>We have also seen an increase in the local community's willingness to provide us with information, make statements and release CCTV footage to us in relation to Enviro-crimes. This has led to a number of fixed penalty notices (FPNs) being issued for dog fouling and fly tipping as well as a number of cases currently with our legal team for prosecution.</p> <p>We will continue to build these links over the coming year and are proposing a refresh of the community dog warden scheme, as well as starting a new engagement with landowners, to tackle fly tipping hotspots.</p>
3		Ensure that 80% of reported fly-tipping and pollution complaints will be responded to within two working days	Some Problems		<p>The target response time has not been met.</p> <p>Two areas contribute to the target response time data.</p> <p>Nuisance complaints and other pollution incidents – the response times are consistently above target</p> <p>Fly tip cases have been below the target with the percentage responded within the target time getting progressively lower across the year.</p> <p>In total we received 901 requests for service over the year of which 612 (68%) were responded to within 2 working days.</p> <p>Of these 484 requests for</p>

	Corporate Plan Objective	Action 16/17	Status	Progress/ Action Note
				<p>service related to fly tipping on either private and public land. This is a 13% increase on the previous year.</p> <p>The remaining 417 requests for service relate to statutory nuisance complaints (noise, odour, smoke) with similar numbers compared to the previous year. 84% of nuisance cases were responded to within two days.</p> <p>For fly tipping on private land the Environmental Protection Team investigate but it is the landowners' responsibility to clear the waste. For private land 64% were responded to within the 2 day target time. This is largely due to the workload in the team meaning that the flytip is investigated either when an officer is in the area or when the landowner can attend a meeting.</p> <p>Fly tipping reported on public land is passed directly to Kier for collection. Only 54% of the reports sent to Kier were responded to within 2 working days This has had a significant effect on the overall response time. As part of the wider contract management process there are ongoing discussions about improving performance over the coming months.</p>

04 Health and Well-being


A district with vibrant communities and where healthy lifestyles are accessible to all



A - Support local residents and their communities by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Continuing to operate the Big Society Fund to meet local needs and aspirations	Promote and monitor the fund throughout the year	On Track		In 2016/17, the panel approved 37 grants totalling £273,817 of funding to support community projects, exceeding the available budget (the additional funding requirement has been met from previous underspends). The availability of funding is publicised and the details of successful grant applications are publicised. In March the Council held the very successful Big Society Awards event with six community awards presented along with an Act of Heroism award.
2	Developing projects to address fuel poverty and energy efficiency	Continue to support schemes to enable residents to access lower priced energy through bulk purchase agreement 	On Track		Registration is now underway for the Spring auction will take place on 23 May 2017. Further auctions will take place in the Autumn and Winter.
3		Consider the Business Plan for provision of solar panels on the Council offices	On Track		The Council is still at present awaiting the survey results from contractors Honeywell. Once this has been received a Cabinet report will be produced to discuss the potential options and associated costs/savings that might be achieved through the installation of a photovoltaic system.
4	Working with	Implement a new	On		The new contract for advice and




	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	charities and other voluntary organisations	performance framework for monitoring the provision of advice and guidance through the CAB	Track		information ensures that performance information is provided on a quarterly basis and there is a regular dialogue with the service provider to monitor and review the service provision.



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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Encouraging more community involvement and volunteering	Implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis	On Track		A Community plan has been completed and is in place for Stalham Town Council. Several presentations have taken place and been delivered to Parish/Town Councils. A follow up meeting has been arranged with Cromer Town council. The team continues to support the existing community groups in place and help a number of Councils continue to progress parish plans appropriate to their circumstances.

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
2	Provide support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives	Continue to work with a wide range of partners we will develop and extend the Early Help Hub model to provide early intervention and preventative support to vulnerable families and older people 	On Track		<p>The Council is continuing to engage with other statutory agencies and voluntary sector organisation through the Early Help Hub to provide advice and support to people of all ages.</p> <p>NCAN Referral System implemented which has been well received amongst partner agencies. Continuing to work with agencies to get everyone formally signed up to using the system.</p> <p>The Hub has seen a gradual increase in the number of calls and referrals to the Hub with positive outcomes being seen by clients.</p>

C - Encourage participation in a range of sports and activities by

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Promoting North Norfolk as a sporting centre of excellence, to encourage our talented young people to aim for and reach the highest possible level in their sport	Liaise with partners that can support the project with a view to commencing delivery from January 2017 	Completed Successfully		<p>The sporting centre of Excellence has been a great success. We have had 9 athletes selected to run for Norfolk at cross country. Three cricketers are to be invited into the County squad. Several of the hockey and netball players have now joined high quality clubs in order to continue through the performance pathway.</p>
2	Working with partners to invest in sport and recreation facilities across	Implement the workstreams contained in the leisure facilities strategy;	On Track		<p>Work has progressed to liaise with stakeholders regarding the indoor tennis facility and Cromer Sports Hub. Splash report going to May Scrutiny</p>

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
	the District	<ul style="list-style-type: none"> • Work with the community to realise the reopening of the Fakenham academy pool • Lead the feasibility for an indoor tennis facility • Work with local clubs to support a purpose built gymnastic facility in North Walsham • We will consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham 			Committee to progress.
3	Supporting iconic sporting events	Develop a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district.	Completed Successfully		Framework complete.
4	Promoting health and fitness for all ages, abilities and ambition	Support communities to develop and sustain sports clubs and hubs	On Track		Supported the setting up of; Mundesley Walking Football and Yoga (Community Hub) Horning Yoga Class



	Corporate Objective	Plan	Action 16/17	Status	Progress/ Action Note
			●		Gimingham Pilates Class Victory Leisure Centre Tai Chi Club Stalham High Trampoline and Basketball (Club)




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
05 Delivering Service Excellence

To make the council more efficient so that we can both deliver our priorities and offer value for money for local taxpayers

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




	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Redesigning services around the customer and using technology as a driver for efficiency	Implement the outcomes of the Business Process Review within Planning	Some Problems		Progress has been made with the implementation of the Enterprise workflow system to track planning applications. Revised Local Validation requirements are currently out to public consultation. However, there have been delays with the constraint mapping, new pre-application advice service and self-serve elements of the new website.
2		Review other business processes to identify future customer service improvements and financial savings	On Track		<p>Business process review (BPR) in Environmental Health (EH) continues to progress well. New EH system to support BPR is being implemented with first components being implemented in early May 2017. Other components will be added as they become ready for service. In parallel the process redesigns have commenced in order to deliver maximum process improvements and efficiencies.</p> <p>New Customer Contact solution is being commissioned and will go live in early May 2017 in the Customer Services and Revenues teams. Further service based public contact teams will be rolled out across the council.</p> <p>Website improvements continue to be rolled out with significant improvements in the search tool, site navigation and the look and feel being added regularly. Further transactional forms</p>



	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
					being added on an ongoing basis.
3		Promote and optimise the use of social media and our website for those communicating and doing business with the Council	On Track		The soft launch of the new website is ongoing with the weeks following the launch offering Communications the opportunity to continue tweaks and improvements to our online corporate offering. It is now possible to carry out the majority of Council interactions, from paying council tax to reporting dog fouling, online. Where there continues to be the need for direct communication, our communities are increasing their use of social media platforms to contact NNDC. The number of messages to the council on Facebook and Twitter concerning queries regarding council services are approximately 1-2 per month. These platforms offer the council another opportunity to build customer service and the communications team's aim is to solve or point in the right direction within a short timeframe (dependent on resources). At present NNDC's response rate is 15 hours after the Bank Holiday weekend, but it sits at an approximate average of 1-3 hours.
4	Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone	Review all online content as part of the web redesign	On Track		The new website was launched at the end of January 2017. A number of service areas have completed their reviews. Further service areas are currently being reviewed. Once this is completed reviews will take place on an ongoing basis.
5		Use pro-active and promotional	On Track		In the past twelve months we have developed and delivered a

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
		campaigns linked to the Council's priorities			dog fouling campaign. Working with Environmental Protection in awareness raising news items, the communications team then moved onto planning and delivering a social media campaign to highlight dog fouling in the build up to Christmas and into the New Year. This was then followed up by press articles regarding the success of the campaign and opened the way for more awareness of the issues during the public service protection order (PSPO) consultation and recent fining of dog fouling owners.
6	Collaborating and developing local solutions leading to a more joined up service for our residents	Review our use of assets through the One Public Estate programme.	On Track		<p>Officers submitted initial outline proposals for schemes which could potentially be considered from North Norfolk under the next round of OPE funding for consideration as part of the programme.</p> <p>The list of projects is sensitive to a range of issues such as pressures on existing service arrangements through old buildings, increased service demand, changing service delivery arrangements and future population growth as being considered through the current review of the North Norfolk Local Plan.</p> <p>District Council officers have met with representatives from the County Council's Property Team to discuss the future OPE work programme and how North Norfolk can be included within this.</p>
7		Monitor rollout of universal credit in the District,	On Track		Meetings with the DWP are continuing to take place regularly. The Authority has

	Corporate Plan Objective	Action 16/17	Status	Progress/ Action Note
		working closely with the DWP		<p>signed partnership delivery and data share agreements with the DWP for 2017/18. The Authority has renewed an agreement with the Citizens Advice to enable the CAB to provide Universal Credit customers with financial budgeting advice and support. 99% of the District falls under Universal Credit "live" service. This being for new claims limited to single unemployed applicants. 1% of the District falls under Great Yarmouth Job Centre and are therefore Universal credit "full" service with digital accounts. This being for most, but not all new claims from working age applicants.</p> <p>The current timetable states live service Universal Credit Job Centres in the District will start to fall under the "full" digital service from June 2018. It is expected that the majority of new working age claims with housing costs will fall under Universal Credit from this date and Housing Benefit claims from the working age will reduce. Authorities that are on "live" digital service, whilst have reducing caseloads are experiencing additional work. This includes enquiries, rent arrears, CTS change of circumstances etc.</p> <p>Following this implementation phase, a managed migration is due to commence with an anticipated end date of 2022/2023.</p>





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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Reducing overheads and sharing services where appropriate	Develop a Public Services Hub at North Walsham and Fakenham	On Track		<p>North Walsham Town Council has now relocated to shared premises with Norfolk County Council's North Walsham Registration Office. Minor works to provide a small kitchen and staff toilet are now complete.</p> <p>Fakenham Connect now fully functioning as a shared public services hub.</p>
2	Maximising the value from services delivered through contracts	<p>Benchmark the following contracts in preparation for future procurement;</p> <ul style="list-style-type: none"> • Leisure • Cromer Pier 	On Track		<p>Following the advertisement of the pier contract seven bidders expressed an interest in the contract, six of whom then attended a recent bidders' day held in Cromer. The tender documents have now been issued, the return date for which is the end of May at which point bidders will be shortlisted and a period of negotiation undertaken prior to shortlisted bidders submitting final tenders. A decision around the contract is expected in September at which time a report will be taken forward to Cabinet.</p> <p>Officers continue to work on preparation for the renewal of the leisure contract and consideration of the options around the Splash facility and a further update report is expected for May 2017.</p>
3	Taking a more commercial approach to the management of our asset portfolio	Review the provision of public conveniences and identify any redevelopment opportunities	On Track		<p>The report regarding asset commercialisation has now been through Cabinet and Overview and Scrutiny and then back to Cabinet again in March 2017. The recommendations were as follows;</p> <p>1. The Council consults through a joint working party with Wells Town Council and the local</p>

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
					<p>community of Wells as to what the form of commercial development might be possible on the site over the next 6 months.</p> <p>2. In respect of Fakenham that proposals for the use of the Highfield site, including for the use of the car park as a transport hub together with proposals put forward by the District Council, shall form the basis of public consultation and consultation with Fakenham Town Council. These consultations are to take place between now and the end of May.</p> <p>3. The recommendations in terms of Holt and Cromer were expected and further feasibility work is being undertaken.</p>
4	Investing in property as a means by which we will improve income streams	Establish a Property Development Company and prepare a business case	On Hold		<p>Cabinet February / March 2017 re Asset Commercialisation Report on four potential development opportunities on Council owned sites. Public consultation on proposals now being progressed.</p> <p>No decision yet taken in respect of establishing a property company.</p>
5	Publishing decisions in accordance with the governments transparency agenda	Publish quarterly and monitor any new requirements	On Track		Information publication is reviewed and updated in accordance with the Transparency Code regularly.

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

	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
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	Corporate Plan Objective	Action 16/17	Status		Progress/ Action Note
1	Recognising and rewarding good performance and celebrating success	Prepare an options report on performance related pay and reward and recognition schemes	Completed Successfully		This has now been completed with Full Council agreeing to a recommendation to increase by 1 SCP. This will be applied from 1 April 2017.
2	Encouraging a culture of learning and development	Develop an action plan to improve on the areas of weakness highlighted in the Gold IIP assessment by December 2016	Completed Successfully		The reward and recognition scheme is live from 1 April 2017.
3	Offering focused training to our staff	Undertake a 100% appraisal development meetings to identify training and opportunities for succession planning	On Track		Annual appraisals are currently being completed (27 April 2017) and we are at 24% completed.
4	Offering Members the opportunity to develop their expertise	To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge	On Track		Member Development Group has worked in conjunction with Democratic Services to deliver a rolling training programme for Members. Each session is aimed at developing and enhancing specific skills and knowledge and builds on the general programme offered during the 2015 Induction. Recent sessions include a masterclass for Members in a leadership role, three planning training sessions have been run - including basic planning and enforcement. Media awareness training is being planned for May 2017. Consideration is also being given to adopting a Member Charter.

Appendix 2 – Performance Indicator Results







Overview
















Target achieved or exceeded	Close to target	Below target		Improving compared to the same period last year	Close to the same period last year's result	Worse compared to the same period last year
18	4	4		20	4	10
69.2%	15.4%	15.4%		58.8%	11.8%	29.4%






Key













Achievement against Target	Direction of Travel
 Target achieved or exceeded	 Improving compared to the same period last year
 Close to target	 Close to the same period last year's result
 Below target	 Worse compared to the same period last year
NA = Not applicable	Indicators can be labelled as not applicable as this is important information for the Council where the influence and actions of the Council may make improvements but there is not sufficient control over the outcome to set a target
	Signifies an action or target achieved that has an outcome that meets our equalities objectives.



Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of businesses accessing grant funding or information through the LEP in North Norfolk (quarterly cumulative) J 019	01 A					Archive - target replaced		
Number of successful start-ups (annual) J 020	01 B					Archive - target replaced		
Number of arts exhibitions/event days (annual) AR 001	01 E	1,141	-	-	16/17	-	-	-
Number of attendees at arts events (annual) AR 002	01 E	74,733	-	-	16/17	-	-	-
Targets AR 001 and AR 002 have been deleted - There is a new emphasis on arts supporting Health and Well-being. We will consider replacement performance monitoring as the new approach is developed.								
Number of affordable homes built (monthly cumulative) H 007	02 B	66	71	83	Mar 16/17	NA	-	 
Number of households from the housing register rehoused (monthly cumulative) H 005	02 B	336	358	391	Mar 16/17	NA	-	 
Numbers on the housing waiting list – Total (monthly) HO 006	02 B	2,346	2,401	2,479* ¹	Mar 16/17	NA	-	-
Numbers on the Housing Register (monthly) HO 007	02 B	311	267	321* ¹	Mar 16/17	NA	-	-
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,625	1,690	1,714* ¹	Mar 16/17	NA	-	-
Numbers on the Transfer Register (monthly) HO 009	02 B	410	444	444* ¹	Mar 16/17	NA	-	-
Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002	02 D	637	524	566	Mar 16/17	NA	-	
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	02 D	119	116	127	Mar 16/17	NA	-	

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of Events Organized at Country Parks (monthly cumulative) LE 005	03 B	43	34	34	Mar 16/17	40		
The weather prevented some events going ahead plus the team focused on slightly fewer events of better quality. This resulted in greater visitor numbers as you can see from the attendance figures below.								
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	03 B	1,728	2,248	2,248	Q4 16/17	1,500		
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	03 B	2,312	2,883	2,883	Q4 16/17	1,900		 
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B 03 D	25	28	39	Q4 16/17	NA	-	-
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B 03 D	1	9	13	Q4 16/17	NA	-	-
Number of garden waste customers as at 1st October (annual) ES 014	03 C	18,408	-	18,797	16/17	19,000		
Waste - All Household - (tonnage) (annual) ES 020	03 C	43,424.27	-	41,689.59 ^{*3}	15/16	NA	-	-
Percentage of household waste sent for reuse, recycling and composting (monthly cumulative) ES 001	03 C	42.20%	41.16%	41.06% ^{*3}	Mar 16/17	NA	-	-
Percentage of MAJOR planning applications processed within thirteen weeks in each financial year (monthly cumulative) C 003	01 A 01 D 02 A 02 B 03 D	84.62%	87.10%	89.74%	Mar 16/17	80.00%		
Percentage of MAJOR planning applications processed within thirteen weeks (over the last 24 months) C 003c	01 A 01 D 02 A 02 B 03 D	65.85%	83.10%	85.90% ^{*5}	Mar 16/17	80.00%		















Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Percentage of MINOR planning applications processed within eight weeks in each financial year (monthly cumulative) C 004	03 D	58.06%	86.88%	87.61%	Mar 16/17	70.00%		
Percentage of MINOR planning applications processed within eight weeks (over the last 24 months) C 004c	03 D	-	71.02%	73.06%^{*5}	Mar 16/17	70.00%		-
Percentage of OTHER planning applications processed within eight weeks in each financial year (monthly cumulative) C 005	03 D	71.94%	91.96%	92.41%	Mar 16/17	70.00%		
Percentage of OTHER planning applications processed within eight weeks (over the last 24 months) C 005c	03 D	-	80.96%	82.68%^{*5}	Mar 16/17	70.00%		-
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007	03 D	80.00%	71.00%	68.00%	Mar 16/17	82.00%		





Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
	<p>The target response time has not been met.</p> <p>Two areas contribute to the target response time data.</p> <p>Nuisance complaints and other pollution incidents – the response times are consistently above target</p> <p>Fly tip cases have been below the target with the percentage responded within the target time getting progressively lower across the year.</p> <p>In total we received 901 requests for service over the year of which 612 (68%) were responded to within 2 working days.</p> <p>Of these 484 requests for service related to fly tipping on either private and public land. This is a 13% increase on the previous year.</p> <p>The remaining 417 requests for service relate to statutory nuisance complaints (noise, odour, smoke) with similar numbers compared to the previous year. 84% of nuisance cases were responded to within two days.</p> <p>For fly tipping on private land the Environmental Protection Team investigate but it is the landowners' responsibility to clear the waste. For private land 64% were responded to within the 2 day target time. This is largely due to the workload in the team meaning that the flytip is investigated either when an officer is in the area or when the landowner can attend a meeting.</p> <p>Fly tipping reported on public land is passed directly to Kier for collection. Only 54% of the reports sent to Kier were responded to within 2 working days This has had a significant effect on the overall response time. As part of the wider contract management process there are ongoing discussions about improving performance over the coming months.</p>								
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	03 D 05 B	287	493	645	Mar 16/17	NA	-	-	
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	03 D 05 B	212	462	529	Mar 16/17	NA	-	-	
Number of grants awarded to local communities from the Big Society Fund (monthly cumulative) L 005	04 A	26	27	37	Mar 16/17	NA	-	-	
Amount of funding investment in community projects (from the Big Society Fund) (£) (monthly cumulative) L 006	04 A	154,438.42	201,007.00	273,817.68	Mar 16/17	NA	-	-	
Average time for processing new claims (Housing and Council Tax Benefit) (monthly cumulative) RB 027	04 A 04 B 05 A	18.0	22 calendar days	22 calendar days	Mar 16/17	20			

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
<p>The monthly cumulative performance includes peaks in July and December where the average number of days exceeded 25. Monthly speed of processing has improved since July. New officers have been recruited and trained. Experienced officers have worked additional hours. 2016/17 changes to Housing Benefit and Council Tax Support have been implemented in accordance with legislation.</p>									
Speed of processing: change in circumstances for Housing and Council Tax Benefit claims (average calendar days) (monthly cumulative) RB 028	04 A	14.0	23	22 calendar days	Mar 16/17	14			
	04 B		calendar days						
	05 A								
<p>The monthly cumulative performance includes peaks from July where the average number of days exceeded 35. Monthly speed of processing has then improved since July. New officers have been recruited and trained. Experienced officers have worked additional hours. 2016/17 changes to Housing Benefit and Council Tax Support have been implemented in accordance with legislation.</p>									
Number of Disabled Facilities Grants allocated (monthly cumulative) HW 001	04 B	111	138	157	Mar 16/17	NA	-		
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	95	121	125	Mar 16/17	NA	-	-	-
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	04 B	79	123	140	Mar 16/17	NA	-		
Participation at NNDC Sporting Facilities (monthly cumulative) LE 004	04 C	558,102	508,143	558,395	Mar 16/17	566,681			
Number of events for which NNDC provided financial support (annual) W 002	04 C	2	-	1	16/17	-	-	-	
Number of Compliments (monthly cumulative) CS 050	05 A	95	37	39	Mar 16/17	NA	-	-	-
Number of Complaints (monthly cumulative) CS 051	05 A	62	49	56	Mar 16/17	NA	-	-	-
Number of MPs Letters (monthly cumulative) CS 052	05 A	278	225	236	Mar 16/17	NA	-	-	-
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	3.27	2.70	3.92	Mar 16/17	NA	-		-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	5.70	7.02	7.42	Mar 16/17	NA	-		
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	5.52	5.35	4.86	Mar 16/17	NA	-		
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	96.00%	100.00%	100.00%	Q4 16/17	NA	-	-	
2015/16 Q1 – 94%, Q2 – 100%, Q4 – 96% 2016/17 Q1 – 100%, Q2 – 100%, Q3 – 100%, Q4 – 96%									
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	98.00%	100.00%	100.00%	Q4 16/17	NA	-	-	
2015/16 Q1 – 96%, Q2 – 100%, Q4 – 98% 2016/17 Q1 – 100%, Q2 – 100%, Q3 – 100%, Q4 – 100%									
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	96.00%	100.0%	100.0%	Q4 16/17	NA	-	-	
2015/16 Q1 – 92%, Q2 – 97.9%, Q4 – 96% 2016/17 Q1 – 100%, Q2 – 97.6%, Q3 – 100%, Q4 – 100%									
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	98.00%	98.00%	94.00%	Q4 16/17	NA	-	-	
2015/16 Q1 – 97%, Q2 – 100%, Q4 – 98% 2016/17 Q1 – 100%, Q2 – 100%, Q3 – 98%, Q4 – 94%									

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	91.0%	88.0%	92.0%	Mar 16/17	80.0%		
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	537	533	654	Mar 16/17	NA	-	-
Visits to NNDC website (monthly cumulative) WG 005	05 A	453,272	853,392	900,802	Mar 16/17	NA	-	-
Unique Visitors to NNDC website (monthly cumulative) WG 006	05 A	299,774	706,188	738,788	Mar 16/17	NA	-	-
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	3	2	2	Mar 16/17	NA	-	-
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	66.0%	100.0%	100.0%	Mar 16/17	NA	-	-
Percentage of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative) DM 006	01 D 02 A 02 B 03 D 05 B	3.66%	2.82%	2.56%	Mar 16/17	20.00%		
Number of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative) DM 006a	05 B	3	2	2	Mar 16/17	4		
Percentage of planning appeals allowed (monthly cumulative) C 002	01 D 02 A 02 B 05 B	14.8%	16.7%	23.1%	Mar 16/17	NA	-	

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of planning appeals allowed (monthly cumulative) C 002a	01 D 02 A 02 B 05 B	4	4	6	Mar 16/17	NA	-	-
Planning Income £ (monthly cumulative) DM 023	05 B	903,226	567,034	626,483	Mar 16/17	NA	-	
<p>The majority of sites allocated with the Local Plan have now commenced. An application for the Fakenham F01 allocation was received at the beginning of May. Moving forward, to ensure a 5 year land supply progress needs to be made on the review of the Local Plan and next round of site allocations.</p>								
Building Control income (monthly cumulative) BC 001	05 B	370,254	359,526	402,805	Mar 16/17	361,045		
Legal Services Fee Income (£) (monthly cumulative) LS 003	05 B	223,140	258,058	323,536	Mar 16/17	72,000		
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	05 B	82.0%	82.0%	82.0%	Mar 16/17	80.0%		
Percentage of Council Tax collected (monthly cumulative) RB 009	05 B	98.56%	95.33%	98.70%	Mar 16/17	98.50%		
Percentage of Non-domestic Rates collected (monthly cumulative) RB 010	05 B	99.32%	96.94%	99.36%	Mar 16/17	99.20%		
PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly) RB 029	05 B	54.0	35.0 ^{*2}	33.0^{*2}	Mar 16/17	75.0		
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	62.0%	80.0%	41.7%	Q4 16/17	80%		-
<p>Although the target for completion has not been met this year this still reflects a very healthy position in terms of audit reporting, with only 12 Priority 2 recommendations being raised during the year against the 14 assurance reports issued, representing less than 1 per audit. Of these, 5 were implemented within the original timescales with a further 2 being implemented following revised timescales (58% complete) with 5 remaining outstanding at the year end. The Audit Consortium Manager has confirmed that this is a very healthy position to be in and has issued a positive assurance statement in relation to the governance, risk management and control environment in operation at the Council.</p>								

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100%	*8	100%	Q4 16/17	100%	-	-
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100.0%	75.0%	100.0%	Q4 16/17	100%		
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	6.05	4.56	6.35	Q4 16/17	6.00		

*¹ Snapshot as at 31 March 2017

*² This indicator no longer includes new benefit invoices is current years revenue and debts plus residue HB debt

*³ Estimate.

*⁵ Indicators C 003c, C 004c and C 005c are in addition to C 003, C 004 and C 005 respectively to coincide with the performance figures submitted to central government.

*⁸ No urgent recommendations were made.

Area Snapshot - Profile of North Norfolk Measures 2016/17

Profile of North Norfolk Measures are monitored to show the need for action in the district across the areas of social, health and economic wellbeing and show the impact the Council has had on the measure.

	Objective	2013/14 actual	2014/15 actual	2015/16 actual	2016/17 actual	2016/17 time period
Number of economically active - employed & self-employed people (annual) J 010	01 A	44,600	43,900	42,000	42,700	December 2016
Business rate base (annual) J 013	01 A	6,095	6,298	6,426	6,674	April 2016
Number of VAT registered businesses (annual) J 006	01 B	4,670	4,735	4,985	4,990	2016
Number of Job Seeker Allowance claimants (JSA) 18 - 24 year olds (annual) J 009	01 C	390	225	170	170	March 2017
Number of economically active people assisted into work each year (monthly cumulative) J 014		64	64	71	Archived	-
Percentage of existing employment land occupied (annual) J 016	01 D	68.6%	68.6%	Archived	-	-
Number of new homes built of all tenures (annual) H 001	02 A	383	503	479	442	March 2017
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	02 A	582	865	632	1,280	March 2017
Number of affordable homes granted planning permission (monthly cumulative) HS 009	02 B	113	89	76	196	March 2017
Number of people on the housing waiting list - total (annual) H 004	02 B	2,184	2,387	2,346	2,479	March 2017
Number of households from the housing register rehoused (monthly cumulative) H 005	02 B	451	446	336	391	March 2017
Number of settlements that have had Broadband upgraded (annual) J 008	02 E	10	33	-	32	March 2017
Percentage of people active in North Norfolk (annual) W 001	04 C	-	-	-	66.4%	Survey dates Nov 2015 to Nov 2016

Appendix 3 – Workforce Profile Statistics

To be included in the final version of the report.

Version Control

Version	Originator	Description including reason for changes	Date
0.1	Helen Thomas	Draft for distribution to plug gaps and gather any additional information	03/05/2017
0.2	Helen Thomas	Draft for discussion at Management Team meeting 8 May and for preparing graphic designed version	03/05/2017
0.3	Helen Thomas	Draft with missing information added to send to Adam Aiken	18/05/2017
0.4	Helen Thomas	Further draft with additional information previously missing	25/05/2017
0.5	Helen Thomas	Further draft with additional information previously missing and some redrafting	02/06/2017
0.6	Helen Thomas, Adam Aiken and Sue Lawson	Rewriting and editing	09/06/2017
0.7	Helen Thomas and Sue Lawson	Editing	12/06/2017
0.8	Helen Thomas and Sue Lawson	Editing	12/06/2017