

## Managing Performance Quarter 2 2020/2021

**Summary:** The Managing Performance Report attached, as Appendix A will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, the actions being taken to address these issues and proposes any further action needed that requires Cabinet approval.

**Options considered:** Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

**Conclusions:** Covid-19 has continued to have a significant impact on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance over the period of the Quarter 2 report from July to September 2020. Whilst low rates of infection were seen in the district over the peak summer months, the large number of staycation visitors and tourists, saw significant pressure on our resort and cleansing services, but other service areas of the Council sought to operate as near to business as usual, allowing some recovery against performance targets and objectives, as shown in this report.

**Recommendations:** **That Cabinet resolves to note this report and endorses the actions being taken by Strategic Leadership Team detailed in Appendix A – Managing Performance.**

**Reasons for Recommendations:** To ensure the objectives of the Council are achieved.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

*(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)*

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Bütikofer	All

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## **1. Introduction**

The current Performance Management Framework sets out that we should report performance to Cabinet and Overview and Scrutiny on a quarterly basis. This report enables us to fulfil this requirement of the framework. More importantly however it ensures that all key activity within the Council is actively performance managed to ensure the Council's objectives are achieved.

## **2. Overview**

2.1 This report covers the second quarter of the 2020/21 reporting year – ie the period covering July, August and September 2020.

2.2 During this period, following the lifting of the national restrictions on the tourism and hospitality sector, much of the Council's focus was in supporting the safe re-opening of the District's town centres and high streets, beaches, promenades and Broads areas for local residents, day trippers and the many thousands of people who took staycation holidays as the global Coronavirus pandemic significantly impacted on foreign travel. Much of the Council's outward-facing public services provision ie of public car parks, toilets, beach safety and management, cleansing was therefore focussed on managing very large numbers of visitors to the District – in coastal areas particularly we saw visitor numbers significantly above what we would "host" in a more "normal" year. The Council therefore maintained social distancing measures, provided hand sanitising stations and introduced high frequency cleaning and "fogging" of high frequency touch surfaces so as to maintain a COVID-safe visitor environment and it is believed that the Council's efforts in this regard were widely recognised as incidents of infection in the District remained amongst the lowest in the country throughout the summer months, despite large numbers of visitors coming to North Norfolk.

2.3 Over the same period, as national restrictions were eased, the Council was able to step down its Community Support arrangements which had supported people who were shielding and self-isolating access shopping, prescriptions and other non-emergency support allowing redeployed staff to "return" to their "day jobs".

2.4 Whilst the majority of staff have continued to work from home throughout this period, many of the Council's services have operated at pre-COVID levels – with the majority of customer service enquiries being fulfilled online and over the phone. Further, through the Democratic Services Team, the Council reinstated its formal programme of meetings using Video Conferencing systems, such that as far as possible since early July the Council has sought to operate a "Business as Usual" model whilst continuing to respond to and lead local recovery from the Coronavirus situation.

- 2.5 During August and September, the Council's Cabinet revisited the Council's Corporate Plan and agreed a priority list of objectives and actions which recognised the impact which COVID had placed on the organisation in the period since March 2020 and was anticipated to have into the future – particularly the Council's capacity to deliver against an ambitious programme of actions as outlined in the Delivery Plan approved in February of this year. These revised priorities were formally outlined at the Cabinet meeting of the 5<sup>th</sup> October 2020 and will now form the basis of the performance management and reporting framework moving forward – certainly over the next six to twelve months.
- 2.6 Wider monitoring and reporting of both service and organisational performance outcomes has been re-started and form the basis of information presented in this report for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2020.

### **3. Conclusion**

Covid-19 has continued to have a significant impact on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance over the period of the Quarter 2 report from July to September 2020. Whilst low rates of infection were seen in the district over the peak summer months, the large number of staycation visitors and tourists, saw significant pressure on our resort and cleansing services, but other service areas of the Council sought to operate as near to business as usual, allowing some recovery against performance targets and objectives, as shown in this report.

### **4. Implications and Risks**

Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019 – 2023 and delivery of high quality services. The recommendations of this report outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

### **5. Financial Implications and Risks**

Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

### **6. Sustainability**

There are no negative sustainability implications of this report.

### **7. Equality and Diversity**

There are no negative equality and diversity implications of this report.

### **8. Section 17 Crime and Disorder considerations**

There are no Section 17 Crime and Disorder implications of this report.

# Managing Performance

This report covers the second quarter of the 2020/21 reporting year – i.e. the period covering July, August and September 2020.

During this period, following the lifting of the national restrictions on the tourism and hospitality sector, much of the Council's focus was in supporting the safe re-opening of the District's town centres and high streets, beaches, promenades and Broads areas for local residents, day trippers and the many thousands of people who took staycation holidays as the global Coronavirus pandemic significantly impacted on foreign travel. Much of the Council's outward-facing public services provision i.e. of public car parks, toilets, beach safety and management, cleansing was therefore focussed on managing very large numbers of visitors to the District – in coastal areas particularly we saw visitor numbers significantly above what we would "host" in a more "normal" year. The Council therefore maintained social distancing measures, provided hand sanitising stations and introduced high frequency cleaning and "fogging" of high frequency touch surfaces so as to maintain a COVID-safe visitor environment and it is believed that the Council's efforts in this regard were widely recognised as incidents of infection in the District remained amongst the lowest in the country throughout the summer months, despite large numbers of visitors coming to North Norfolk.






Over the same period, as national restrictions were eased, the Council was able to step down its Community Support arrangements which had supported people who were shielding and self-isolating access shopping, prescriptions and other non-emergency support allowing redeployed staff to "return" to their "day jobs".

Whilst the majority of staff have continued to work from home throughout this period, many of the Council's services have operated at pre-COVID levels – with the majority of customer service enquiries being fulfilled online and over the phone. Further, through the Democratic Services Team, the Council reinstated its formal programme of meetings using Video Conferencing systems, such that as far as possible since early July the Council has sought to operate a "Business as Usual" model whilst continuing to respond to and lead local recovery from the Coronavirus situation.

During August and September, the Council's Cabinet revisited the Council's Corporate Plan and agreed a priority list of objectives and actions which recognised the impact which COVID had placed on the organisation in the period since March 2020 and was anticipated to have into the future – particularly the Council's capacity to deliver against an ambitious programme of actions as outlined in the Delivery Plan approved in February of this year. These revised priorities were formally outlined at the Cabinet meeting of 5 October 2020 and will now form the basis of the performance management and reporting framework moving forward – certainly over the next six to twelve months.

Wider monitoring and reporting of both service and organisational performance outcomes has been re-started and form the basis of information presented in this report for the period 1 July to 30 September 2020. Steve Blatch 30 September 2020

## Actions Key

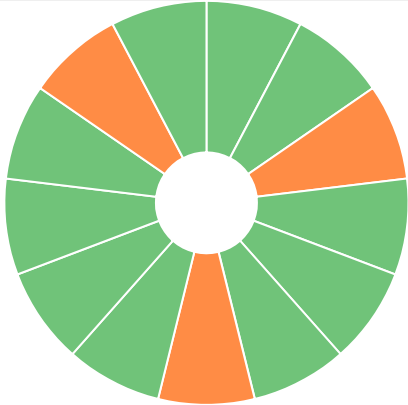
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
<b>n/r</b>	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
<b>not set</b>	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
<b>?</b>	Missing information

# Delivery Plan 2019-2023



## Overview

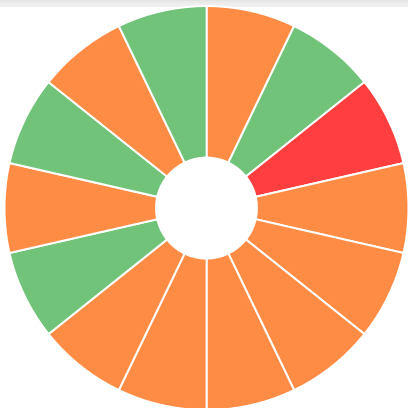
Local Homes for Local Need



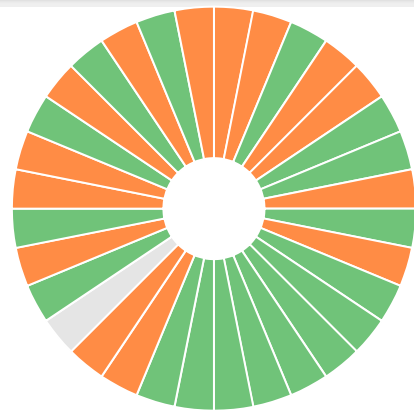
Boosting Business Sustainability and Growth



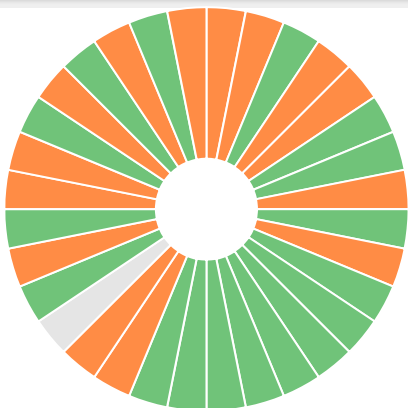
Customer Focus



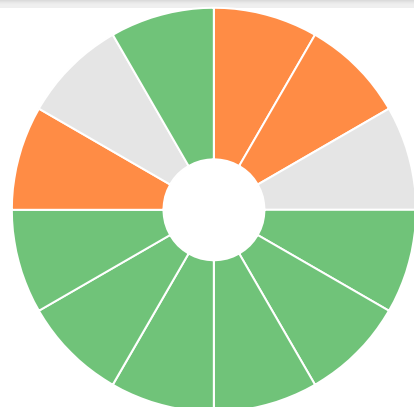
Climate, Coast and the Environment



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 Strategic 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





30/09/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Working Party continues to make good progress on considering the responses made during the Regulation 18 period of public consultation and is preparing final policies for consideration by Cabinet ahead of a second period of public consultation in the Spring of 2021. The housing target for the Plan is due to be considered at the December 2020 Working Party.
	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 background paper is complete. This provides a summary of housing issues in District now. The next step is a series of themed workshops to identify actions the Council could take to address the main housing issues.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	The Council now owns seven properties for use as temporary accommodation. One of these in Wicken Green requires work before it can be used. The Council is likely to receive grant of £140,000 from the governments next steps accommodation programme (NSAP) to help fund the purchase of a further four properties for temporary accommodation for single rough sleepers/homeless people. We are required to deliver these new homes by 31 March 2021.
	Owner	Graham Connolly
	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	We receive regular reports from Victory Housing Trust of planned property disposals. We plan to use the viability model developed by Savills for a possible Housing Company to test the viability of the purchase of some Victory disposals. Victory Housing Trust/Flagship are sending information including valuation reports on properties they have identified for disposal. Two disposals reported this week (w/c 16 November), Scuthorpe - 3-bed Terrace £170,000 and Worstead - 2-bed Semi bungalow £160,000.
	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, is at first draft stage, with minor revisions to be made before progressing to Part 2 which focuses on development plans for identified sites.
	Owner	Stuart Quick





30/09/2020




	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	Throughout the pandemic the full resource of the Economic Growth Team has been dedicated to helping businesses to simply 'survive' (as opposed to 'thrive'). Whilst the economic climate, post-pandemic is unclear, it is the intention that we will seek to develop a higher level of digital resources to support businesses, particularly as this is now likely to be better embraced going forward. Via the Business Engagement Strategy (see 2.4.2) we will create a 'Virtual Business Hub' so that businesses of all sizes and at all stages can access support and information from ourselves and our partners.
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
	<input checked="" type="checkbox"/> 2.5.2 PostCovid-19 support for Tourism	Performance
Comments		<p>The Council has maintained a strong and close working 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>Visit East of England has advised they are pausing the Unexplored England campaign - other than promotion in Norfolk, Suffolk, east Cambs and north Essex. With new and emerging tiered lockdowns, there is a concern that marketing should have a firm but polite emphasis on not encouraging people to travel from Tier 3 areas. Visit North Norfolk have been instructed to act accordingly and adapt the present campaign and general messages to ensure Covid safety.</p> <p>Nearly 80 Expressions of Interest have been received for the North Norfolk Tourism Sector Support Grant (deadline 19 October). This £175k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations that will improve trade during the colder months. These have now been reviewed and qualifying applications have been requested to submit a more detail Full Application.</p>
Owner		Stuart Quick
Stage		Not Started
Start Date		01/06/2020
Due Date		31/12/2021
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative		Performance
	Comments	A completion report is being prepared and will be presented to Overview and Scrutiny Committee at their meeting in February 2021.
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	

30/09/2020

	Owner	David Williams
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	A review has been carried out of other authorities to search for best practice and a draft initial project proposal is being prepared and will be consulted on with relevant stakeholders
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance	
	Comments	Following the management restructure, and the impact of supporting the Council's Covid 19 response, the outcomes of this action are being reviewed and will be included in the upcoming Report to Overview & Scrutiny Committee.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
> <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	A Project Initiation Document (PID) has been prepared and is being discussed. Implementation of the survey has been delayed by Covid-19 while the implications on the results of carrying out the survey during the outbreak are assessed.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	Not moved forward since March due to Covid19. Now looking at online workshop to progress developing the Strategy. Staff Focus Group have undertaken some work identifying a Community Engagement Vision.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	
	Comments	Presented outline Communications/Engagement strategy to Leader of Council and CEO, pending further presentation to Cabinet and Full Council.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
> <input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	
	Comments	Appointment made of Environmental Policy Officer who will take up their appointment in December 2020 and will take forward this important piece of work for the Council.
	Owner	Duncan Ellis
	Stage	In Progress

30/09/2020

	Start Date	04/02/2020
	Due Date	31/10/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	
	Comments	<p>The project group re-started planning during July and looked at how best to take the project forward post Covid. It was agreed to focus on the planting projects which had been identified or suggested in year one in the first instance before exploring further options. Resources to complete the project were bolstered by the agreed recruitment of two new Climate Change posts. Planting of 3000+ trees on NNDC land was identified and agreed for this winter, as well as a tree giveaway, and contact was made with groups and individuals who expressed an interest via the contact form in year 1. As the project began to gather pace again more possible projects started to appear and are being followed up.</p> <p>(New climate change project officer will commence with NNDC on 16/11/2020 and work solely on the tree planting project until Christmas)</p>
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2020
	<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance
Comments		<p>Progress on the installation of ECVPs has been hampered by many technical difficulties. The installations in Holt and Sheringham are complete; those at Fakenham and Cromer are in the pipeline (awaiting resolution of technical matters); Wells is awaiting commissioning; and the North Walsham installations is awaiting the resolution of access to a suitable power connection before it can commence.</p> <p>Options for installing ECVPs at the new Sheringham Leisure Centre are being evaluated.</p> <p>Usage of these installations will be monitored and demand will be evaluated by the new staff, once in post.</p>
Owner		Duncan Ellis
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2020
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)		Performance
	Comments	
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.3.2 Explore options for investing in medical centre development/health care facilities	Performance	
	Comments	<p>Discussions are ongoing with the North Norfolk Clinical Commissioning Group. The most recent meeting with them was on 12 November 2020. The next meeting is to take place on 4 January 2021. The project is on track. A capacity and needs analysis is to take place.</p>
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
5.3.3 Take a strategic	Performance	

<p>&gt;  approach to commercial development opportunities</p>	<p>Comments</p> <p>Cabinet have approved the purchase of 3 new build industrial units at Hornbeam Road, North Walsham. These are due to be completed during December 2020. A potential pre let tenant has been found for 1 unit and a report for the November Cabinet has been written outlining the proposal.</p> <p>A valuation has been received regarding redundant vacant land at Holt for use as a car park and possible starter units. A report has been drafted for SLT . It is envisaged that the car park will be operated as a pay and display/season ticket and is anticipated to generate an income inline with other council car parks.</p> <p>Station car park, Hornbeam Road, North Walsham is nearing legal completion. Additional car park at Midland Road, North Walsham is being purchased from NCC. Searches have been done, contamination advice sought, draft transfer reviewed.</p> <p>Enabling land at Sheringham, Pre-App discussions and further discussion held between the purchaser and LPA. Contact also made with a supermarket who was advertising for potential sites in the town. This site was not suitable for their needs.</p> <p>Report prepared considering the future opportunities of the Melbourne Slope toilets which are redundant to be considered by SLT. 3 potential parties are interested leasing the building. Financial investment would be required.</p> <p>Concession report has been presented to SLT to highlight giving officer recommendations from next season and onwards.</p> <p>A report outline some options for the future of a residential property at Bridewell Street, Walsingham has been shared with SLT.. This considers a development opportunity and revenue income from retaining the asset.</p> <p>Discussion held regarding the use of former tennis courts at North Lodge Park have been held which could see income generation opportunity for a regular food concession and craft event. Awaiting further information.</p> <p>Asset Management Plan has been reviewed and initial feedback gained.</p>	<p>Renata Garfoot</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/12/2020</p>
<p><input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p></p> <p>Discussions are taking place regarding the development and timing of this action.</p> <p>Phillip Rowson</p> <p>Not Started</p> <p>04/02/2020</p> <p>27/08/2021</p>
<p><input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p>	<p></p> <p>Discussions are taking place regarding the development and timing of this action.</p> <p>Phillip Rowson</p> <p>In Progress</p>

	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 6.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	★
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars – a conditional survey is currently being finalised. A scoping report is also to be shortly commissioned, which will explore a range of uses for the site/buildings.</li> <li>• Risk Workshop – A Risk Register was prepared as part of the funding. This will be reviewed on a regular basis. To kickstart this process a workshop was held on 12/10/2020</li> <li>• An Invitation to Tender is presently being drafted to commission an organisation to design, develop and manage the construction phase of the market place and lokes.</li> <li>• Quotes are being obtained for digital foot-count solutions to support the monitoring of the programme</li> </ul>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
	<input checked="" type="checkbox"/> 6.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance
Comments		Some delays due to poor weather, however the project is still aiming to complete on 12 August 2021
Owner		Karl Read
Stage		In Progress
Start Date		04/02/2020
Due Date		12/08/2021
<input checked="" type="checkbox"/> 6.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	<p>The three Green Flags have been awarded again for 2020, at Holt Country Park, Pretty Corner Woods and Sadler's Wood</p> <p>The Council was awarded the six Blue Flags for 2020. We believe that the water quality this year has remained excellent. Once confirmation of this has been received, applications will be invited for the 2021 season.</p>
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	31/12/2020

## 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.

**Portfolio Holder: Cllr Greg Hayman**

**Senior Responsible Officer: Duncan Ellis**

 **Latest Update**



30/09/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Working Party continues to make good progress on considering the responses made during the Regulation 18 period of public consultation and is preparing final policies for consideration by Cabinet ahead of a second period of public consultation in the Spring of 2021. The housing target for the Plan is due to be considered at the December 2020 Working Party.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Performance
Comments		n/r
Owner		Phillip Rowson
Stage		Completed
Start Date		04/02/2020
Due Date		31/03/2020
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	●
	Comments	The Housing Strategy background paper is complete. This provides a summary of housing issues in District now. The next step is a series of themed workshops to identify actions the Council could take to address the main housing issues.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	★
	Comments	<p>The Council was successful in receiving government funding for research into house conditions in the district. The research was undertaken by the Building Research Establishment and the report will allow us to identify key issues for future intervention in the private housing sector.</p> <p>The Norfolk Warm Homes Partnership has been successful in getting £1.24 million Green Homes Grant. North Norfolk residents on low incomes are eligible to apply for grant funding. The funding includes money to improve thermal efficiency of Park Homes. We have identified the Park Homes site in Parklands in Pudding Norton for a special promotion to encourage residents to apply for grants.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
	<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance
Comments		21/10/20 The Building Research Establishment has provided a draft report and a Housing Stock Condition Database providing information on stock condition across the district. This will inform the development of the new Housing Strategy. The Environmental Protection team is using EPC data and HMO data from the database to target privately rented properties with EPCs of F or below and un-licensed HMOs.
Owner		Graham Connolly
Stage		In Progress

	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	<p>The Building Research Establishment stock condition report has highlighted issues and concentrations of fuel poverty. The development of the Council's housing strategy will help identify options and priorities for tackling this.</p> <p>The data is being used by the Environmental Protection team to target private sector landlords who let properties with EPCs of F or lower and also landlords who let homes in multiple occupation without a licence.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
	<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance
Comments		<p>Financial modelling was previously undertaken in order to inform the business case and evaluate viability of the establishment of council housing company - based on a mix of temporary accommodation and market rented homes. This is due to be updated to reflect changes, such as the recent addition of more temporary accommodation units and the outcome of a bid for government funding to help provide more of these units.</p>
Owner		Nicky Debbage
Stage		Waiting
Start Date		04/02/2020
Due Date		31/12/2020
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan		Performance
	Comments	n/r
	Owner	Lisa Grice
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	<p>The Council now owns seven properties for use as temporary accommodation. One of these in Wicken Green requires work before it can be used. The Council is likely to receive grant of £140,000 from the governments next steps accommodation programme (NSAP) to help fund the purchase of a further four properties for temporary accommodation for single rough sleepers/homeless people. We are required to deliver these new homes by 31 March 2021.</p>
	Owner	Graham Connolly
	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		<p>A briefing paper looking at the use of Section 106 commuted sums monies to support the development of further affordable homes is being prepared, in addition to the use of Community Housing Fund monies.</p>
Owner		Nicky Debbage
Stage		In Progress



30/09/2020

	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	
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	28/02/2021
	<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance
Comments		We receive regular reports from Victory Housing Trust of planned property disposals. We plan to use the viability model developed by Savills for a possible Housing Company to test the viability of the purchase of some Victory disposals. Victory Housing Trust/Flagship are sending information including valuation reports on properties they have identified for disposal. Two disposals reported this week (w/c 16 November), Scuthorpe - 3-bed Terrace £170,000 and Worstead -2-bed Semi bungalow £160,000.
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	Housing 21 will deliver a new housing with care scheme, providing 66 affordable flats in Fakenham in March 2021. Other potential schemes are being investigated.
	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.


**Portfolio Holder Lead: Cllr Richard Kershaw**  
**Senior Responsible Officer: Sean Kelly**

 Latest Update




30/09/2020

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party considered draft policies relating to employment land provision, tourism and retail developments at the Nov 2020 meeting and recommended a revised set of policies to Cabinet.
	Owner	Mark Ashwell
	Stage	Not Started
	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. This will be reviewed by December 2020. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
	Owner	Stuart Quick
	Stage	Waiting
	Start Date	04/02/2020
	Due Date	30/09/2020
<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, is at first draft stage, with minor revisions to be made before progressing to Part 2 which focuses on development plans for identified sites.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<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. A Business Impact Survey was conducted between 12 May and 13 June which received 319 response. This evidence will support future support plans and actions
	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 Council in general and the Economic Growth Team in particular moved to delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The Council paid out a total of £55m to local businesses.  A Business Engagement Strategy is shortly to be developed in this quarter which will identify a range of tools for the Council to engage with businesses, including digital communications, providing a 'one shop' approach to bringing together events, workshops, training support and grants.
	Owner	Stuart Quick
	Stage	Deferred

	Start Date	04/02/2020
	Due Date	31/01/2021
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	Throughout the pandemic the full resource of the Economic Growth Team has been dedicated to helping businesses to simply 'survive' (as opposed to 'thrive'). Whilst the economic climate, post-pandemic is unclear, it is the intention that we will seek to develop a higher level of digital resources to support businesses, particularly as this is now likely to be better embraced going forward. Via the Business Engagement Strategy (see 2.4.2) we will create a 'Virtual Business Hub' so that businesses of all sizes and at all stages can access support and information from ourselves and our partners.
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
	<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance
Comments		<p>The Council has maintained a strong and close working 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>Visit East of England has advised they are pausing the Unexplored England campaign - other than promotion in Norfolk, Suffolk, east Cambs and north Essex. With new and emerging tiered lockdowns, there is a concern that marketing should have a firm but polite emphasis on not encouraging people to travel from Tier 3 areas. Visit North Norfolk have been instructed to act accordingly and adapt the present campaign and general messages to ensure Covid safety.</p> <p>Nearly 80 Expressions of Interest have been received for the North Norfolk Tourism Sector Support Grant (deadline 19 October). This £175k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations that will improve trade during the colder months. These have now been reviewed and qualifying applications have been requested to submit a more detail Full Application.</p>
Owner		Stuart Quick
Stage		Not Started
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 Apprenticeship Survey (2019) will be completed by December 2020.</p> <p>Preliminary work is presently being undertaken to explore the possibility of the Council becoming a 'Representative' organisation to deliver the recently announced 'Kickstart' programme which is intended to support 16-24yr olds into work. An application has been made to Government. In the meantime, the Council is actively encouraging expressions of interest from the business community for work placement opportunities.</p>
	Owner	Stuart Quick

30/09/2020

	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. This will be reviewed in December 2020.</p> <p>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	Not Started
	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		<p>Delayed due to Covid19 pandemic. This will be reviewed in December 2020. However, an Apprenticeship Report (2019) is being prepared and will be complete by December 2020, which will inform this.</p> <p>Preliminary work is presently being undertaken to explore the possibility of the Council becoming a 'Representative' organisation to deliver the recently announced 'Kickstart' programme which is intended to support 16 to 24yr olds into work.</p> <p>The Council is currently engaged in the Recovery Workforce Workstream and Visitor Economy Skills Workstream to support the skills needs of businesses during the pandemic.</p>
Owner		Stuart Quick
Stage		In Progress
Start Date		18/02/2020
Due Date		31/03/2021
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative		Performance
	Comments	A completion report is being prepared and will be presented to Overview and Scrutiny Committee at their meeting in February 2021.
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021

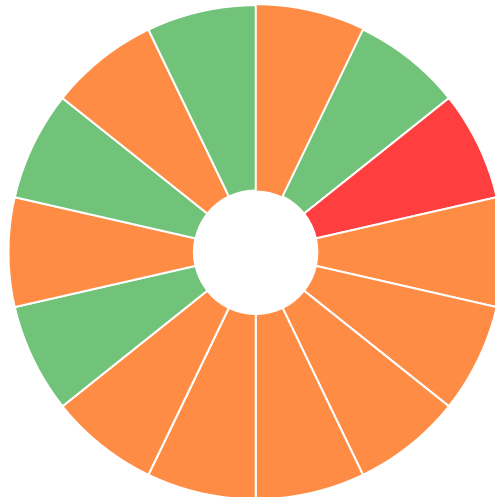
## Customer Focus

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.


**Portfolio Holder Lead: Cllr Sarah Butikofer**







**Senior Responsible Officer: Emma Duncan**

### Latest Update



30/09/2020

<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	This is not a key priority currently. The action has been deferred due to Covid-19.
	Owner	David Williams
	Stage	Deferred
	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		
Owner		David Williams
Stage		Not Started
Start Date		04/02/2020
Due Date		31/12/2020
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter		Performance
	Comments	A review has been carried out of other authorities to search for best practice and a draft initial project proposal is being prepared and will be consulted on with relevant stakeholders
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
	<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance
Comments		This action has not started and will require discussions with the HR Manager and the completion of an initial draft project proposal
Owner		David Williams
Stage		Not Started
Start Date		04/05/2020
Due Date		31/07/2021
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter		Performance
	Comments	The Customer Charter has not yet been developed or adopted because of the Covid-19 outbreak so no monitoring of implementation can take place yet. The due date has been amended accordingly.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance
Comments		Following the management restructure, and the impact of supporting the Council's Covid 19 response, the outcomes of this action are being reviewed and will be included in the upcoming Report to Overview & Scrutiny Committee.
Owner		Sean Kelly
Stage		In Progress
Start Date		01/06/2020
Due Date		not set
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey		Performance
	Comments	A Project Initiation Document (PID) has been prepared and is being discussed. Implementation of the survey has been delayed by Covid-19 while the implications on the results of carrying out the survey during the outbreak are assessed.

	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
<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 27 August 2021. The completion date for this action has been reset to 30 September 2021.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	Not moved forward since March due to Covid19. Now looking at online workshop to progress developing the Strategy. Staff Focus Group have undertaken some work identifying a Community Engagement Vision.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	
	Comments	The Forums will be moving to a 'virtual' format for the foreseeable future. It is intended that the first remote meeting will be held during November / December 2020. If the the format is successful then they will continue on a quarterly basis.
	Owner	Emma Denny
	Stage	In Progress
	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	
	Owner	Emma Denny
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	
	Comments	The newly appointed Environmental Policy Officer will be taking over the support and administration of the these forums going forwards. It is likely that they will be in a 'virtual' format for the foreseeable future.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	The licence for the software from Delib to support this has been extended for 12 months.
	Owner	Rob Holmes



	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	★
	Comments	Presented outline Communications/Engagement strategy to Leader of Council and CEO, pending further presentation to Cabinet and Full Council.
	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.

**Portfolio Holder Lead: Cllr Nigel Lloyd & Cllr Angie Fitch-Tillett**

**Senior Responsible Officer: Rob Young**




 **Latest Update**



		30/09/2020
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	
	Comments	Environmental Policy Officer post holder will start in Nov/Dec 2020. This action will be taken forward once in post, following the production of an environmental charter.
	Owner	Robert Young
	Stage	Not Started
	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 post of Environmental Policy Officer has been created, with this as a key outcome. A further post of Climate Change Project Officer has also been developed to assist with the implementation of this activity. These officers start in Nov/Dec and will begin to develop the draft Charter. The evidence base has begun to be established through the emerging Carbon Audit.
	Owner	Robert Young
	Stage	In Progress
	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	Recently publicised the implementation of electric vehicle charging points at two more public car parks at Holt and Sheringham. Promoted the tree planting at Holt. On-going work to produce logo/identity for tree planting project via graphic designers. Discussions are taking place about the potential messaging on refuse collection vehicles. Extensive video content has been broadcast on the bagot goats redeploying to Cromer.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	
	Comments	Will start working with Environmental Policy Officer on this project once they are in situ with a view to supporting the Charter with appropriate communications.
	Owner	Joe Ferrari
	Stage	Not Started
	Start Date	01/09/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	
	Comments	Environmental Policy Officer and Climate Change Project Officer posts are about to be recruited (September 2020). This action will be taken forward by these officers when appointed.
	Owner	Robert Young
	Stage	Not Started
	Start Date	01/09/2020
	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 draft Local Plan includes a suite of policies designed to contribute towards addressing the impacts of climate change including Coastal Management, flooding, building





30/09/2020

		<p>construction, locational controls over development (reducing the need to travel), electric charging points, net biodiversity gain, and support for renewable energy projects.</p> <p>Consultation on a revised version of the Plan is expected in the Spring of 2021 ahead of formal examination over the Summer.</p>
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	
	Comments	
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	
	Comments	Appointment made of Environmental Policy Officer who will take up their appointment in December 2020 and will take forward this important piece of work for the Council.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2020
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	
	Comments	The committee report template is in the process of being reviewed and changes will include an additional section on carbon impact evidence.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<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	The draft Carbon Audit report has been received but needs to be revised and updated to reflect changes in context; the Environmental Policy Officer and Climate Change Project Officer post holders will commence this in the new year.
	Owner	Robert Young
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	
	Comments	Environmental Policy Officer and Environmental Project Officer posts are about to be recruited (September 2020). This action will be taken forward by these officers when appointed.
	Owner	Robert Young
	Stage	Not Started
	Start Date	01/09/2020
	Due Date	31/12/2021
4.4.1 - Agree the vision and	Performance	

<input checked="" type="checkbox"/> business plan for Coastal Partnership East	Comments  Owner Stage Start Date Due Date	 The Business Plan structure is agreed with progression and development through the Coastal Partnership East management team and team meeting programme. The team is currently focusing on opportunities for funding to deliver key priority actions for communities, as such we will develop the Business plan by April 2021 as planned and will work with each LA in the meantime to ensure our work and activities feed into the Service and Corporate plans of each Council. Rob Goodliffe In Progress 04/02/2020 31/12/2021
<input checked="" type="checkbox"/> 4.4.2 - Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance  Comments  Owner Stage Start Date Due Date	 Coastal Partnership East continue to fulfil a leading role through the chairmanship of the Anglian Coastal Monitoring Programme the development and delivery of coastal monitoring in the region. The team have played an active role as lead authority for Shoreline Management Plan 6 (Kelling Hard to Lowestoft Ness) in the national SMP Refresh process, the outputs and updated SMP guidance is awaited. The recently published Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC). We believe the ongoing work of CPE and the LGA Coastal Special Interests Group through submissions to consultations, one to one discussions and EFRA Evidence Reviews has positively influenced this outcome. Rob Goodliffe In Progress 04/02/2020 31/03/2021
<input checked="" type="checkbox"/> 4.4.3 - Local coastal communities - adaptive responses to coastal change and resilience	Performance  Comments  Owner Stage Start Date	 The Coastal Partnership East adaptation themed workstream is under development utilising the knowledge generated across the three CPE authorities and in conjunction with discussions with the national Coastal Network and Local Government Association Coastal Special Interest Group. Initial work is now forming the basis for the development of a CPE bid to the recently publicised Environment Agency lead Innovative Resilience Fund. If successful the fund may 'supercharge' the development of the Norfolk and Suffolk adaptation approach and provide opportunities for practical implementation. The Coastal Loss and Innovative Funding and Finance (CLIFF) project, funded through NNDC, Defra, LGA Coastal SIG and Lewes District Council is now entering the next phase. This project is lining with the insurance and finance sector to explore new and innovative financing and funding mechanisms to assist with funding adaptation. This work links well with the new Government Flood and Coast policy Statement and Environment Agency Strategy. Again this is likely to be integrated into a IRF bid. Rob Goodliffe In Progress 04/02/2020





30/09/2020		
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.4 - Develop innovative coastal management approaches	Performance	★
	Comments	This action is integrally linked to other actions, please see actions: Local coastal communities - adaptive responses to coastal change and resilience and Establish evidence of coastal change impacts (e.g. from Shoreline Management Plans (SMPs), monitoring information and data gathering), interpret and communicate this to policy makers and stakeholders.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.5 - Continue to implement local actions to manage the coast	Performance	★
	Comments	<p>Coastal Maintenance work continues, delivering actions from programmed inspections, responses from public reports and ongoing issues identified during coastal visits. Works include:</p> <ul style="list-style-type: none"> <li>• Overstrand concrete blocks revetment improvements (using block recycled from the gas terminal)</li> <li>• Bacton and Ostend revetment repairs and shaping of beach cliffing</li> <li>• Safety works to timber groynes at Walcott and Bacton</li> <li>• Groyne markers repairs – Sheringham and West Runton</li> <li>• Renewal of beach access signage where necessary</li> <li>• H&amp;S and sand martin signage has been erected along Bacton, Walcott and Ostend.</li> <li>• Sheringham East removal of end debris</li> <li>• Purchase and delivery of Sea Defence hardwood stock from suitable sustainable sources.</li> <li>• Filled uneven and cracked surfaces on Mundesley sea wall apron below Manor hotel</li> <li>• Repairs to Cromer groynes</li> <li>• Set up replacement stores unit at Weybourne following failure of old unit due to age.</li> <li>• Repairs at Vale Road beach access</li> <li>• Cromer sea wall and apron repairs (minor)</li> <li>• Cromer West Groyne 4 repairs</li> <li>• Various repairs at Cromer and Sheringham</li> </ul> <p>Larger scale maintenance schemes are in development for timber groynes at Sheringham and repairs across the Overstrand frontage.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.6 - Share best practice and seek to influence national policy	Performance	★
	Comments	<p>The recently published Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC). We believe the ongoing work of CPE and the LGA Coastal Special Interests Group through submissions to consultations, one to one discussions and EFRA Evidence Reviews has positively influenced this outcome.</p> <p>CPE worked across the CPE authorities alongside the</p>

30/09/2020

		respective finance teams and with the LGA Coastal Special Interest Group to develop evidence to submit as part of responses to the Comprehensive Spending Review. The response focused on the level of revenue Coastal Protection/Management funding received by Local Authorities and inequities with Flood Defence revenue funding (which is 100% funded nationally). Data from 22 Local Government Association Coastal SIG members has been collected to help support the Comprehensive Spending Review / RSG response from the LGA Coastal SIG and LA members. Not surprisingly the data collected highlighted the complexity and diversity of local authority funding and spending and that there is no national understanding of the level or trajectory of coastal erosion risk management funding or spending.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Share best practice and seek to influence national policy regarding coastal management	Performance	
	Comments	
	Owner	Rob Goodliffe
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/05/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	
	Comments	<p>The project group re-started planning during July and looked at how best to take the project forward post Covid. It was agreed to focus on the planting projects which had been identified or suggested in year one in the first instance before exploring further options. Resources to complete the project were bolstered by the agreed recruitment of two new Climate Change posts. Planting of 3000+ trees on NNDC land was identified and agreed for this winter, as well as a tree giveaway, and contact was made with groups and individuals who expressed an interest via the contact form in year 1. As the project began to gather pace again more possible projects started to appear and are being followed up.</p> <p>(New climate change project officer will commence with NNDC on 16/11/2020 and work solely on the tree planting project until Christmas)</p>
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	
	Comments	
	Owner	Colin Brown
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	
	Comments	n/r
	Owner	Colin Brown
	Stage	Not Started

	Start Date	01/10/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	<p>Progress on the installation of ECVPs has been hampered by many technical difficulties. The installations in Holt and Sheringham are complete; those at Fakenham and Cromer are in the pipeline (awaiting resolution of technical matters); Wells is awaiting commissioning; and the North Walsham installations is awaiting the resolution of access to a suitable power connection before it can commence.</p> <p>Options for installing ECVPs at the new Sheringham Leisure Centre are being evaluated.</p> <p>Usage of these installations will be monitored and demand will be evaluated by the new staff, once in post.</p>
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<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	Once normal usage of the car parks returns and the installed ECVP are in use we will monitor the usage and evaluate the potential demand in order to inform actions on how best to promote them
	Owner	Robert Young
	Stage	Not Started
	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	
	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	This is ongoing, and under review.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/01/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	This will form part of wider communications on environmental objectives, undertaken by the new environmental post holders
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	✔
	Comments	n/r
	Owner	Steve Hems
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/04/2020



<input checked="" type="checkbox"/> 4.7.2 Establish evidence and evaluate options for going beyond the minimum necessary	Performance	
	Comments	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. The report from phase one showed that 10.5% of the residual waste analysed was material that could have been recycled in the green bins in North Norfolk.</p> <p>Other data we have for the year to date shows that we have a changing profile in terms of the waste that we collect. Total collection tonnages have remained broadly consistent, however, there has been a reduction in commercial waste and recycling but a similar increase in household waste and recycling tonnages. There has also been a significant increase in garden waste tonnage compared to previous years.</p>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	
	Comments	<p>The outcomes of the residual waste analysis, undertaken in March 2020, will be used to inform the production of a plan for targeted campaigns. Unfortunately, due to the involvement of many of the team in the Council's Covid response, progress in this area has been limited to date, however, we hope to move this work forward in the second half of the year.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance	
	Comments	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. The report from phase one showed that 10.5% of the residual waste analysed was material that could have been recycled in the green bins in North Norfolk.</p> <p>Other data we have for the year to date shows that we have a changing profile in terms of the waste that we collect. Total collection tonnages have remained broadly consistent, however, there has been a reduction in commercial waste and recycling but a similar increase in household waste and recycling tonnages. There has also been a significant increase in garden waste tonnage compared to previous years.</p>
	Owner	Scott Martin
	Stage	In Progress
	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	<p>Following notification that the host of the North Walsham Community Fridge was unable to continue providing a venue, Officers assisted in the relocation of the Community Fridge to the North Walsham Community Shop, where it continues to be well used by the local community.</p>

30/09/2020

Good progress has been made in relation to a new Community Fridge in Stalham, where the Stalham Baptist Church has agreed to be host. The group has been successful in it's application for a fridge and an additional £2000 funding through Morrisons grant foundation.

Positive discussions have also takrn place with poitential hosts for Community Fridges in Sheringham and Hoveton.

Due to the ongoing work assoicated with the mobilisation of the new waste contract and redeployment of key offciers to support the Council's wider Covid response, the introduction of additional measures has not progressed.

Owner	Scott Martin
Stage	Not Started
Start Date	04/02/2020
Due Date	31/12/2021

4.7.6 Investigate and implement reduced carbon footprint options within the waste contract

Performance ●

Comments  
 The procurement process includes a requirement for bidders to indicate how they would operate in a manner which reduced carbon emissions. The successful contractor included a carbon reduction plan which sought to reduce the carbon footprint by 38% from a baseline over the life of the contract.  
 The availability of suitable electric/ electric hybrid vehicles for the ancillary vehicles is providing some challenge to find vehicles which meet the contract need in terms of range. The implementation of carbon efficient vehicles is therefore behind where we would wish it to be. Work continues with Serco to address this.

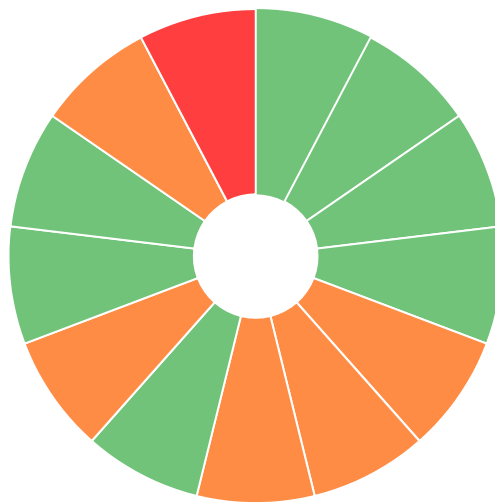
Owner	Steve Hems
Stage	In Progress
Start Date	01/04/2020
Due Date	30/04/2022

## 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.


**Portfolio Holder Lead: Cllr Eric Seward**  
**Senior Responsible Officer: Duncan Ellis**

 Latest Update



30/09/2020

<input checked="" type="checkbox"/> 5.1.1 Establish a baseline against which to review and control fees and charges	Performance	
	Comments	
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.2 Develop a public convenience policy	Performance	
	Comments	
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)	Performance	
	Comments	
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	
	Comments	
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	
	Comments	
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 5.2.1 Develop a Financial Sustainability Strategy	Performance	
	Comments	Savings and Income generation workshop held with OMT, initial ideas are now being investigated by the Finance team.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.2.2 Review the Car Parking Policy	Performance	
	Comments	Evaluation of data and development of options is being undertaken, which will stimulate the development of future policy shortly.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	
	Comments	
	Owner	Duncan Ellis
	Stage	In Progress

	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.3.1 Develop a business case for a housing company	Performance	
	Comments	This action duplicates action 1.3.1.
	Owner	Graham Connolly
	Stage	Cancelled
	Start Date	04/02/2020
	Due Date	31/12/2020
	<input checked="" type="checkbox"/> 5.3.2 Explore options for investing in medical centre development/health care facilities	Performance
Comments		Discussions are ongoing with the North Norfolk Clinical Commissioning Group. The most recent meeting with them was on 12 November 2020. The next meeting is to take place on 4 January 2021. The project is on track. A capacity and needs analysis is to take place.
Owner		Steve Blatch
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2020
<input checked="" type="checkbox"/> 5.3.3 Take a strategic approach to commercial development opportunities		Performance
	Comments	<p>Cabinet have approved the purchase of 3 new build industrial units at Hornbeam Road, North Walsham. These are due to be completed during December 2020. A potential pre let tenant has been found for 1 unit and a report for the November Cabinet has been written outlining the proposal.</p> <p>A valuation has been received regarding redundant vacant land at Holt for use as a car park and possible starter units. A report has been drafted for SLT . It is envisaged that the car park will be operated as a pay and display/season ticket and is anticipated to generate an income inline with other council car parks.</p> <p>Station car park, Hornbeam Road, North Walsham is nearing legal completion. Additional car park at Midland Road, North Walsham is being purchased from NCC. Searches have been done, contamination advice sought, draft transfer reviewed.</p> <p>Enabling land at Sheringham, Pre-App discussions and further discussion held between the purchaser and LPA. Contact also made with a supermarket who was advertising for potential sites in the town. This site was not suitable for their needs.</p> <p>Report prepared considering the future opportunities of the Melbourne Slope toilets which are redundant to be considered by SLT. 3 potential parties are interested leasing the building. Financial investment would be required.</p> <p>Concession report has been presented to SLT to highlight giving officer recommendations from next season and onwards.</p> <p>A report outline some options for the future of a residential property at Bridewell Street, Walsingham has been shared with SLT.. This considers a development opportunity and revenue income from retaining the asset.</p> <p>Discussion held regarding the use of former tennis courts at North Lodge Park have been held which could see income generation opportunity for a regular food concession and craft event. Awaiting further information.</p>

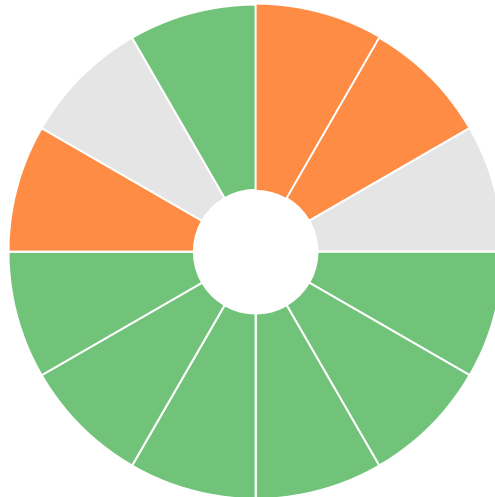
		Asset Management Plan has been reviewed and initial feedback gained.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	●
	Comments	The use of EVCs that have been installed will be routinely monitored, alongside the growth in the market. The Environment Policy Officer role will assist in achieving this. The EVCP in two towns are now live, these being Sheringham and Holt, with Cromer, Fakenham and Wells being expected to come on-stream over the coming months, followed by North Walsham.
	Owner	Russell Tanner
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 5.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance
Comments		This will form part of the actions that emanate from the Carbon Audit. A review of the opportunities at the new leisure centre site in Sheringham is to be investigated.
Owner		Robert Young
Stage		Not Started
Start Date		04/02/2020
Due Date		31/12/2020

# 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.

**Portfolio Holder Lead: Cllr Virginia Gay**  
**Senior Responsible Officer: Phillip Rowson**

## Latest Update



30/09/2020

<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Discussions are taking place regarding the development and timing of this action.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Discussions are taking place regarding the development and timing of this action.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 6.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars – a conditional survey is currently being finalised. A scoping report is also to be shortly commissioned, which will explore a range of uses for the site/buildings.</li> <li>• Risk Workshop – A Risk Register was prepared as part of the funding. This will be reviewed on a regular basis. To kickstart this process a workshop was held on 12/10/2020</li> <li>• An Invitation to Tender is presently being drafted to commission an organisation to design, develop and manage the construction phase of the market place and lokes.</li> <li>• Quotes are being obtained for digital foot-count solutions to support the monitoring of the programme</li> </ul>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 6.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	n/r
	Owner	Jane Wisson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2020
<input checked="" type="checkbox"/> 6.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	Some delays due to poor weather, however the project is still aiming to complete on 12 August 2021
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020



30/09/2020		
	Due Date	12/08/2021
<input checked="" type="checkbox"/> 6.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events	Performance	★
	Comments	New tender process currently under way as a result of the most recent substructure survey. Likely to be in the region of £1m spend required.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.7.1 Maintain the quality and accessibility of public conveniences	Performance	★
	Comments	Revised specification and locations. New tender document being prepared. To be issued shortly. As a result of current public convenience review cabinet decision taken to change locations.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 6.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	The three Green Flags have been awarded again for 2020, at Holt Country Park, Pretty Corner Woods and Sadler's Wood  The Council was awarded the six Blue Flags for 2020. We believe that the water quality this year has remained excellent. Once confirmation of this has been received, applications will be invited for the 2021 season.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	We have launched the Mammoth Challenge whereby participants are encouraged to complete 26 or 13 different activities. All those completing it, will be awarded one of the Mammoth finishers medals (not used due to the Covid lockdown).  It is still unclear whether we will be able to run the event next year, due to the rapidly changing Covid restrictions. There will be a project review undertaken on 31 January 2021.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	16/05/2021
<input checked="" type="checkbox"/> 6.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	▶▶
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 6.11.1 Community support initiatives review	Performance	★
	Comments	
	Owner	Sonia Shuter
	Stage	In Progress

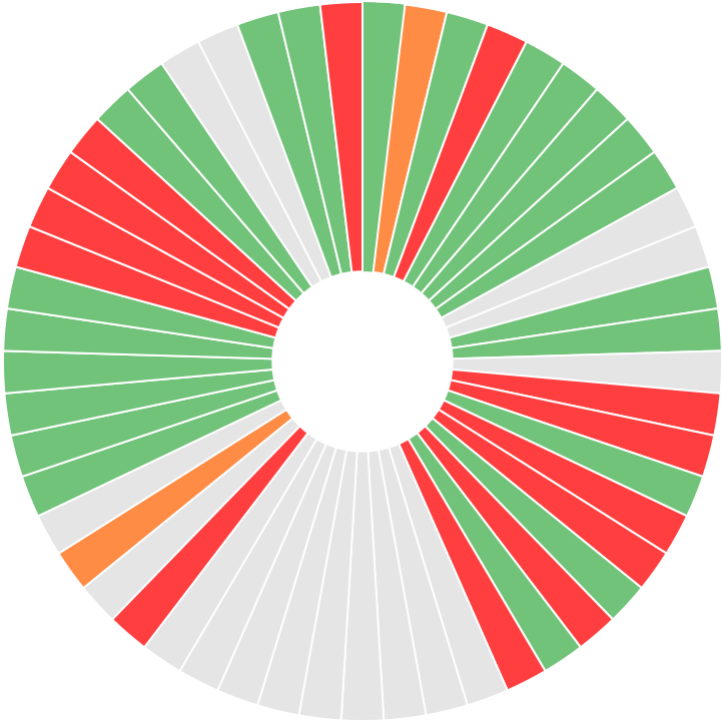
30/09/2020

Start Date	04/02/2020
Due Date	31/12/2020

# Operational Performance



## Overview



### Key

Performance	
	Performance better than target
	Performance just off target
	Performance worse than tolerance
	No information
	Missing comparator
	No actual value
-	Measure is a quarterly measure so there is no data reported for this month

Direction of Change	
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change

## Performance Focus

This section of the report shows all the monthly and quarterly operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures,



### Latest Update

Sep 2020

AS 004 Percentage of rent arrears on all debts 90 days and over	Performance	▲
	Actual (Period)	51.47
	Target	5.00
	Direction of change	↗
	Owner	Renata Garfoot
	Comments	The team continues to monitor debts in accordance with debt recovery policy at that time and is in contact with tenants regarding such matters. At the time of this report there were 6 accounts debts over 90 days. A proportion of these are COVID related and are following the councils debt recovery process. Others relate outstanding service charge disputes
CS 001 Number of complaints	Performance	▲
	Actual (Period)	48
	Target	14
	Direction of change	↗
	Owner	Jane Wisson
	Comments	Fewer complaints were registered during each month of the lockdown period in 2020 than in the same months last year. Since the easing of lockdown restrictions from July through to September 2020 there have been more complaints relating to services such as car parking, public toilets and street cleaning than were received in the same period in 2019 which appears to reflect the greater number of people getting out and visiting the area than in previous years.
EG 010 Number of businesses engaged via business support events	Performance	▲
	Actual (Period)	39
	Target	50
	Direction of change	↕
	Owner	Stuart Quick
	Comments	There has been a reduction in the number of business engaged via business support events due to the consequent restrictions of the pandemic, resulting in fewer engagement activities. Moreover, the focus of the Economic Growth Team has been on grants and funding to support business survival. However, the Team have continued to promote events and activities delivered by our business support partners, which have predominantly been held remotely.
EP 001 Percentage of responses to fly-tipping and other pollution complaints within 2 working days	Performance	▲
	Actual (Period)	60.55
	Target	80.00
	Direction of change	↗
	Owner	Emily Capps
	Comments	Replacement of EP 001 Percentage of responses to fly-tipping and all other pollution complaints within 2 working days with three individual measures for nuisance, fly-tipping (public land) and fly-tipping (private land) approved by the Head of Environmental Health.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance	▲
	Actual (Period)	35.00
	Target	80.00
	Direction of change	↗
	Owner	Emily Capps

	Comments	Whilst I have confidence in the Statutory Nuisance data I would recommend that an air of caution is applied to the fly tipping data. Myself and the Environmental Services Manager are currently working to ensure that a more accurate set of data is supplied for this KPI. The new waste contract has altered how this data is collected. Emily Capps - Environmental Protection Manager
EP 001c Percentage of responses to fly-tipping (public land)complaints within 2 working days	Performance	▲
	Actual (Period)	20.51
	Target	80.00
	Direction of change	✕
	Owner	Emily Capps
	Comments	Whilst I have confidence in the Statutory Nuisance data I would recommend that an air of caution is applied to the fly tipping data. Myself and the Environmental Services Manager are currently working to ensure that a more accurate set of data is supplied for this KPI. The new waste contract has altered how this data is collected. Emily Capps Environmental Protection Manager
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance	▲
	Actual (Period)	69.0
	Target	41.0
	Direction of change	✕
	Owner	Jony Carroll
	Comments	All recovery was suspended due to Covid-19 restrictions with no reminders being issued. A large volume of Commercial Waste invoices were put on hold due to enforced premises closures, credit notes are to be issued offsetting some of this debt. The level of revenue outstanding is also due to general non-payment of invoices by customers.
HS 001 Number of affordable homes built	Performance	▲
	Actual (Period)	7
	Target	25
	Direction of change	✕
	Owner	Nicky Debbage
	Comments	Current delivery is behind target, however, the projected delivery for the whole year is well above target (225 against a target of 100) with most completions due towards the end of the year.
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	290
	Direction of change	→
	Owner	Karl Read
	Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	540
	Direction of change	→
	Owner	Karl Read
	Comments	
LE 012 Total number of	Performance	▲

Sep 2020		
Visitors to Parks and Countryside Events	Actual (Period)	0
	Target	830
	Direction of change	→
	Owner	Karl Read
	Comments	
LE 013 Income from events organised at Country Parks	Performance	▲
	Actual (Period)	0.00
	Target	2,580.00
	Direction of change	→
	Owner	Karl Read
RV 010 Percentage of non-domestic rates collected	Performance	▲
	Actual (Period)	7.56
	Target	9.00
	Direction of change	✗
	Owner	Sean Knight
Comments	<p>NNDR collection is 59.68% as at 30 September 2020 compared to the target of 59.00%. This is an excess over target of 0.68% or £88,873.56. Collection has been higher than targets set because of a very large payment received at the start of the year.</p> <p>Please note the percentage collected against target is likely to reduce over the coming months whilst we now start the recovery process again following the hold put on recovery from March to August 2020 because of the covid19 pandemic.</p>	

## All other performance measures

This report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures














Latest Update



		Sep 2020
AS 001 Occupancy rate of Council-owned rental properties - Industrial		★
	Actual (Period)	94.74
	Target	85.00
	Direction of change	➔
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail		●
	Actual (Period)	76.92
	Target	78.00
	Direction of change	➔
	Owner	Renata Garfoot
	Comments	
AS 003 Occupancy rate of Council-owned rental properties - Concessions		★
	Actual (Period)	84.62
	Target	80.00
	Direction of change	➔
	Owner	Renata Garfoot
	Comments	
AU 001 - Percentage of Priority 1 (Urgent) audit recommendations completed on time		★
	Actual (Period)	100.00
	Target	100.00
	Direction of change	➔
	Owner	Lucy Hume
	Comments	No recommendations made, due to COVID-19, during the period April to September.
AU 002 - Percentage of Priority 2 (Important) audit recommendations completed on time		★
	Actual (Period)	100.00
	Target	70.00
	Direction of change	↕✓
	Owner	Lucy Hume
	Comments	No recommendations made, due to COVID-19, during the period April to September.
AU 004 - Percentage of audit days delivered		★
	Actual (Period)	60.00
	Target	0.00
	Direction of change	↕✓
	Owner	Lucy Hume
	Comments	
BC 001 Building Control income (£)		★
	Actual (Period)	28,073.00
	Target	3,166.00
	Direction of change	✗
	Owner	Stuart Tate
	Comments	
BE 027 Average time for		★

Sep 2020		
processing new claims (housing benefit and council tax support)	Actual (Period)	17.00
	Target	20.00
	Direction of change	↕✗
	Owner	Trudi Grant
	Comments	
BE 028 Speed of processing: change in circumstances for housing benefit and CT support claims	Actual (Period)	9.00
	Target	14.00
	Direction of change	➔
	Owner	Trudi Grant
	Comments	
CL 002 Number of Ombudsman referral decisions	Actual (Period)	0
	Target	3
	Direction of change	➔
	Owner	Steve Blatch
	Comments	The investigation process has been restarted but no decisions have been received to date.
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Actual (Period)	0
	Target	0
	Direction of change	➔
	Owner	Steve Blatch
	Comments	The investigation process has been restarted but no decisions have been received to date.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Actual (Period)	88.93
	Target	88.00
	Direction of change	↕✓
	Owner	Sarah Ashurst
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Actual (Period)	0.89
	Target	10.00
	Direction of change	↕✓
	Owner	Sarah Ashurst
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within timeperiod	Actual (Period)	17
	Target	
	Direction of change	↕✗
	Owner	Sarah Ashurst
	Comments	
EG 009 Grants awarded (£)	Actual (Period)	1,883,703.00
	Target	9,972.00

Sep 2020		
	Direction of change	
	Owner	Stuart Quick
	Comments	
EG 011 Number of businesses supported		
	Actual (Period)	278
	Target	50
	Direction of change	
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days		
	Actual (Period)	90.83
	Target	80.00
	Direction of change	
	Owner	Emily Capps
	Comments	
HO 006 Numbers on the housing waiting list		n/a
	Actual (Period)	2,838
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 007 Numbers on the Housing Register		n/a
	Actual (Period)	403
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register		n/a
	Actual (Period)	1,956
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register		n/a
	Actual (Period)	479
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE		
	Actual (Period)	1.37
	Target	1.50
	Direction of change	
	Owner	James Claxton
	Comments	

		Sep 2020
HS 002 Number of affordable homes granted planning permission		n/a
	Actual (Period)	0
	Target	
	Direction of change	→
	Owner	Nicky Debbage
	Comments	
HS 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	7
	Target	
	Direction of change	?
	Owner	Sonia Shuter
	Comments	<p>The North Norfolk Sustainable Communities Fund was opened for applications in July 2020. The budget for 2020 - 2021 is £225,000. It was expected that Covid 19 would impact on the number of applications received for the first round.</p> <p>Ten new applications were received totalling £95,901. Two applications did not meet the criteria of the Fund and were not presented to the Panel.</p> <p>Eight applications totalling a maximum of £79,701 were presented to the Panel: Two under the priority - Climate, Coast &amp; Environment totalling a maximum of £7,120. Six under the priority - Quality of Life totalling a maximum of £72,581.</p> <p>Two applications totalling a maximum of £30,909 whose decisions were deferred from the March Big Society Fund Panel were also presented to the Panel.</p> <p>The Panel recommended that seven grants totalling £65,621.22 were awarded, one application to be deferred and two no grant to be awarded.</p>
HS 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	65,621.22
	Target	
	Direction of change	?
	Owner	Sonia Shuter
	Comments	<p>The North Norfolk Sustainable Communities Fund was opened for applications in July 2020. The budget for 2020 - 2021 is £225,000. It was expected that Covid 19 would impact on the number of applications received for the first round.</p> <p>Ten new applications were received totalling £95,901. Two applications did not meet the criteria of the Fund and were not presented to the Panel.</p> <p>Eight applications totalling a maximum of £79,701 were presented to the Panel: Two under the priority - Climate, Coast &amp; Environment totalling a maximum of £7,120. Six under the priority - Quality of Life totalling a maximum of £72,581.</p> <p>Two applications totalling a maximum of £30,909 whose decisions were deferred from the March Big Society Fund Panel were also presented to the Panel.</p>

HW 003 Number of Disabled Facilities Grants completed		n/a
	Actual (Period)	11
	Target	
	Direction of change	↓✓
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved		n/a
	Actual (Period)	6
	Target	
	Direction of change	↓✗
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)		n/a
	Actual (Period)	40,731
	Target	
	Direction of change	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website		?!
	Actual (Period)	
	Target	
	Direction of change	?
	Owner	Rob Holmes
	Comments	
LE 004 Participation at Council Sporting Facilities		★
	Actual (Period)	23,893
	Target	23,893
	Direction of change	↓✓
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)		★
	Actual (Period)	21,245.00
	Target	6,000.00
	Direction of change	↓✓
	Owner	Emma Duncan
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days		★
	Actual (Period)	96.61
	Target	98.00
	Direction of change	↓✓
	Owner	Emma Duncan
	Comments	
MJ 001 (24m) - Percentage of major planning applications determined within time period		★
	Actual (Period)	80.36
	Target	60.00
	Direction of	↓✓

Sep 2020		
	change	
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) - Major - Quality: Percentage of the total number of decisions allowed on appeal		★
	Actual (Period)	0.00
	Target	10.00
	Direction of change	→
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) - Major - quality: Number of decisions allowed on appeal		n/a
	Actual (Period)	0
	Target	
	Direction of change	→
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)		★
	Actual (Period)	70,108.00
	Target	68,475.00
	Direction of change	↑✓
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)		n/a
	Actual (Period)	76
	Target	
	Direction of change	↑✓
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected		★
	Actual (Period)	8.92
	Target	8.80
	Direction of change	↑✓
	Owner	Sean Knight
	Comments	<p>Council Tax collection is 54.57% as at 30 September 2020 compared to target of 55.00%. This is a shortfall against target of 0.43% or £327,517.98.</p> <p>Please note the percentage collected against target is likely to reduce further over the coming months whilst we now start the recovery process again following the hold put on recovery from March to August 2020 because of the covid19 pandemic.</p>

Sep 2020		
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Actual (Period)	179
	Target	
		!
	Direction of change	↑ X
	Draft Comments	
	Reporting to Members Comments	
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Actual (Period)	704
	Target	
		!
	Direction of change	↓ ✓
	Draft Comments	
	Reporting to Members Comments	