

# Managing Performance

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# Managing Performance

## Quarterly Report Chief Executive's Overview

This report covers the third quarter of the 2020/21 reporting year – i.e. the period covering October, November and December 2020.

During this period, following a busy summer experienced across the District with large numbers of staycation tourists and day visitors to the District we began to move to more of a Business As Usual position. This saw slightly larger numbers of staff coming into the Council's offices and the Cabinet agreeing a list of priority objectives from the Corporate Plan Delivery Plan for the authority to work on and towards, recognising the capacity of the organisation directed to the COVID response over the preceding six months and an expectation of increased levels of infection during the winter.

Whilst the numbers of COVID cases in North Norfolk remained low throughout October, rising levels nationally saw the Government introduce a second England lockdown from 5 November – 2 December, which whilst placing fewer demands on the Council than the first lockdown in terms of community support and direct support for shielding and vulnerable people, did see resources committed to paying out further business support grants, strategic partnership engagement and supporting preparations for vaccine programme delivery.






Then in December with rapidly rising levels of infection across the UK and in North Norfolk the Council responded with partners to discussions on tiering to reflect levels of infection, with different social distancing and other restrictions imposed and further business grant support mechanisms introduced.

The majority of the Council's staff have continued to work from home throughout Quarter 3, with the majority of customer service enquiries being fulfilled online and over the phone, with limited face-to-face appointments available at the offices. Throughout this period the Council delivered most of its regular services and continued delivery of its programmed meetings through the Democratic Services Team facilitating remote meetings.

Monitoring and reporting of both service and organisational performance outcomes throughout the quarter has seen progress made against some of the headline corporate objectives such as the appointment of the Environmental Policy Officer and Climate Change Projects Officer to develop the Council's commitments in declaring a Climate Emergency, acquisition of housing units to better meet the increasing need for Temporary Accommodation, continued good progress with the development of the new Sheringham Leisure Centre and securing status as an approved delivery partner of the Government's KickStart programme to provide structured work experience for young people not only in the Council, but in the wider local economy – so whilst a challenging period continued positive progress has been made by the Council in delivering against its stated priority objectives and in its sustained COVID response.

Steve Blatch 31 December 2020.

## Actions Key

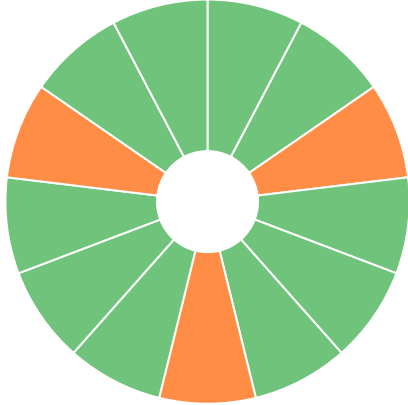
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action 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

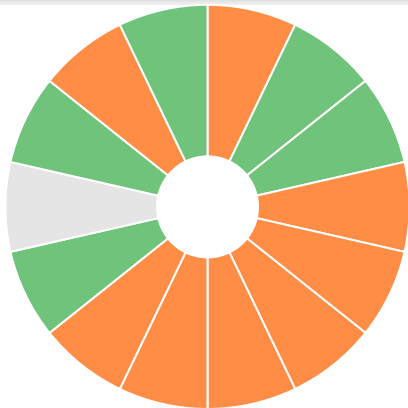
Local Homes for Local Need



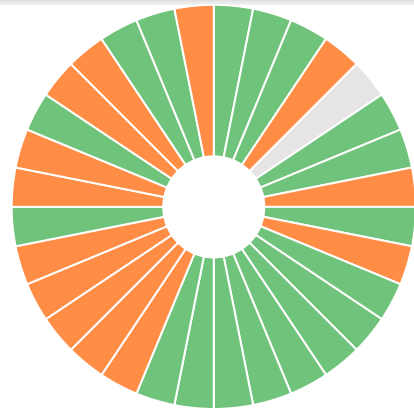
Boosting Business Sustainability and Growth



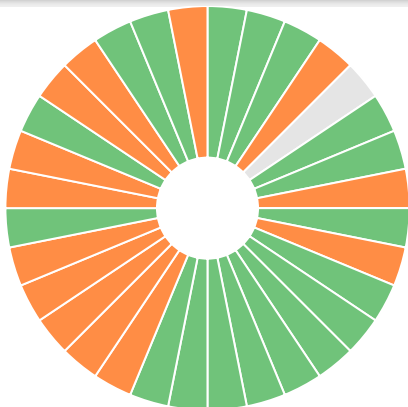
Customer Focus



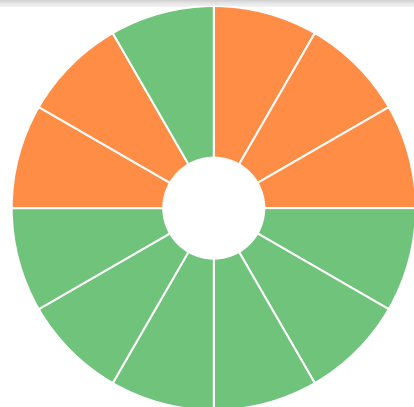
Climate, Coast and the Environment



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



		31/12/2020
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>In December 2020 government confirmed it would not be introducing the higher housing targets which had been suggested in the Planning White Paper. Instead it will continue with the approach which has been used to produce the draft Local Plan allowing for the document to be prepared and submitted for examination in the summer of this year. The Planning Policy and Built Heritage Working Party continues to make good progress on considering the representations made during the previous round of public consultation and the team are progressing the final elements of the evidence which supports the Plan.</p> <p>For the third consecutive year the Authority delivered its target number of homes meaning that it passed the governments Housing Delivery Test and will not be subject to any penalties for under delivery.</p>
	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	Workshops to engage stakeholders planned for February and March 2021.
	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	07/01/21 The Council has been awarded £140,000 grant to help toward the purchase of four one-bed homes for single homeless (or at risk of homelessness). We must acquire properties by 31 March 2021. To date we have offers accepted on three properties and options for a fourth,
	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 are now able to use the model developed by Savills - the 100 homes model - to look at the financial impact of including some Victory Housing Trust disposals within the 75 homes proposed for Market Rent.
	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	
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.1 Develop a	Performance	●

31/12/2020

<input type="checkbox"/> mechanism for providing suitable support to business start-ups and micro businesses	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
	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 continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown has created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples are asked to stay local. To help support tourism businesses over the coming months, NNDC established the North Norfolk Tourism Sector Support Grant. This £150k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations. The subsequent announcement of the national restrictions in January may delay or impede some of these projects. However, recent conversations have suggested that many projects will still be deliverable and will support business recovery when restrictions are lifted.</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	
	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	<p>Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft new strategy for internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/12/2020 to 31/08/2021.</p>
	Owner	David Williams
	Stage	In Progress
	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	<p>Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft Customer Charter for</p>

		31/12/2020
		internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/05/2021 to 31/08/2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
> 	3.1.6 Digital By Design	Performance 
	Comments	Programme has been developed and assessment of initial activities undertaken. Specific initiatives will be defined to ensure improvements are delivered as early as possible.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
> 	3.2.1 Undertake an annual Residents Survey	Performance 
	Comments	The PID has been presented to SLT. Discussions are now taking place with the Chief Executive. Leader and Portfolio Holder with regard to the development of this project.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
> 	3.4.1 Develop an Engagement Strategy	Performance 
	Comments	The Engagement Strategy was not one of the key priorities of the refined delivery plan agreed by Cabinet 5 October 2020 in light of the ongoing Covid-19 situation. Development of the strategy will be progressed in the coming months following the adoption of the Communications Delivery Plan. This work will be led by the Communications Team.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	30/06/2021
	3.4.6 Develop and Implement a Communications Strategy	Performance 
	Comments	Draft Communications Plan with Full Cabinet on Feb 1, 2021
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
> 	4.3.1 Baseline carbon audit and carbon reduction action plan	Performance 
	Comments	The new Environmental Policy Officer who commenced employment with us in December 2020 has picked up this workstream and is in discussions with the Carbon Trust around updating their conclusions following which a detailed action plan will be delivered against which our progress can be measured.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2020
	4.5.2 Plan tree planting	Performance 



		31/12/2020
<input type="checkbox"/> programme	Comments	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January due to the third national Covid-19 lockdown. This will stall the number of trees going in the ground, but these projects will be completed when we are able.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	
	Comments	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January which will stall the number of trees going in the ground, but these projects will be completed when we are able.
	Owner	Colin Brown
	Stage	In Progress
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	
	Comments	<p>We now have all sites online apart from Fakenham and North Walsham.</p> <p>The engineers are visiting Fakenham at the end of January to assess the position and following that we will have a clearer picture regarding the 'go live' date.</p> <p>There is a requirement to identify a new site in North Walsham as Sainsbury have indicated that they are undertaking a review of their energy requirements across their portfolio and as such do not want the Council accessing their power supply at the current time. A review of sites is to be undertaken during February.</p>
	Owner	Duncan Ellis
	Stage	In Progress
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)	Performance	
	Comments	After a discussion with the Strategic Leadership Team and Cabinet Members it was proposed that a zero based budgeting exercise will be undertaken throughout the autumn of 2021 to inform the setting of the 2022/23 budget.
	Owner	Duncan Ellis
	Stage	Not Started
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.3.2 Explore options for	Performance	

<input type="checkbox"/> investing in medical centre development/health care facilities	<p>Comments</p> <p>Discussions are ongoing with the Norfolk and Waveney Clinical Commissioning Group. The most recent meeting with them was on 20 January 2021. At which time they shared with us a draft North Norfolk Locality Capacity Planning Report which will inform their future primary care network estates strategy. We have been invited to comment on the report in the context of the future growth of the district as proposed through the Local Plan and detailed proposals will be developed for future NHS funding from April 2021.</p> <p>This original objective proposed the Council exploring potential investment opportunities in new health care facilities in the district. The capital investment regulations around the Public Works Loans Board might mean that this isn't such an attractive proposition for the authority moving forward.</p>	<p>Owner: Steve Blatch</p> <p>Stage: Completed</p> <p>Start Date: 04/02/2020</p> <p>Due Date: 31/12/2020</p>
<input checked="" type="checkbox"/> 5.3.3 Take a strategic approach to commercial development opportunities	<p>Performance: ★</p> <p>Comments</p> <p>The purchase of 3 brand new industrial units at Hornbeam Road, North Walsham has been completed with professional marketing commenced seeking to secure potential interest. Discussion's with potential tenants.</p> <p>Purchase of 2 parcels of land for car parking are also nearing completion, whilst negotiations continue regarding vacant land at Holt.</p> <p>It was agreed in principle to commence the marketing of a residential property with redevelopment/refurbishment potential, seeking a disposal of the property subject to Cabinet approval once an offer has been received. The property is now on the market with viewings taking place, although the level of viewings is being impacted by covid restrictions over travel. Virtual viewings are taking place as an alternative arrangement. A review of a further property has been undertaken that has identified a possible disposal option and this is being considered.</p> <p>The disposal of enabling land at Sheringham is progressing with the purchasers undertaking a planning pre application process. Feedback has been provide and it is anticipated that a planning application will be submitted early 2021. The purchase is subject to a number of conditions including planning consent.</p> <p>Quotes are being obtained for the refurbishment of a small kiosk with the view to undertaking the necessary works to bring the property back into use for Spring/Summer season. The property will be marketed seeking bids from potential tenants. Further investigation is being undertaken to bring back into use other vacant property at Cromer including funding opportunities.</p> <p>The concession review has been undertaken, which has identified potential sites. These sites have been marketed with a number of bids received. Following the closing date the bids will be assessed and offers made to successful bidders, subject to usual governance procedures.</p>	<p>Owner: Renata Garfoot</p>

		31/12/2020
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	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	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	Owner	Phillip Rowson
	Stage	In Progress
	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 has been produced to identify the costs of restoring the building to habitable use.. A scoping report is currently in development which will seek to identify a range of uses for the site/buildings.</li> <li>• An Invitation to Bid is presently out to tender to commission an organisation to design, develop and oversee the construction phase of the town centre placemaking</li> <li>• A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces</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	<p>Work continues in line with the current programme which would see completion of the new facility in August 2021 and the finalisation of the site in November 2021. Recent works completed include:</p> <ul style="list-style-type: none"> <li>• installation of glass on the entrance and reception areas</li> <li>• testing of the learner and main pools to ensure they hold water</li> <li>• installation of internal walls to form the gym, dance studio and spin studio</li> <li>• installation of the solar thermal panels which will help heat the showers</li> </ul>
	Owner	Kate Rawlings
	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	We have once again been invited to apply for all six Blue Flags for 2021, due to the excellent water quality classifications.

31/12/2020

The green flag applications are currently being prepared for 2021

Owner Karl Read

Stage In Progress

Start Date 20/06/2020

Due Date 31/12/2020

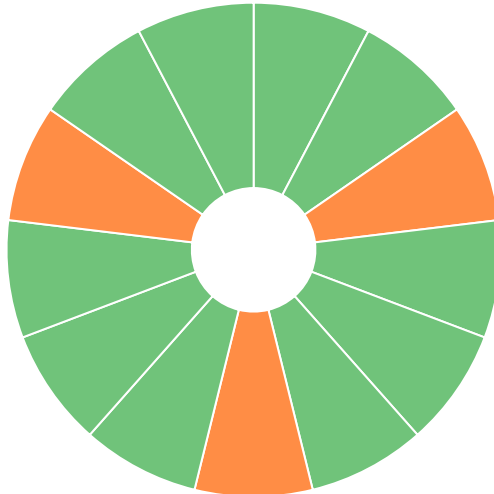
## Local Homes for Local Need

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**



31/12/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>In December 2020 government confirmed it would not be introducing the higher housing targets which had been suggested in the Planning White Paper. Instead it will continue with the approach which has been used to produce the draft Local Plan allowing for the document to be prepared and submitted for examination in the summer of this year. The Planning Policy and Built Heritage Working Party continues to make good progress on considering the representations made during the previous round of public consultation and the team are progressing the final elements of the evidence which supports the Plan.</p> <p>For the third consecutive year the Authority delivered its target number of homes meaning that it passed the governments Housing Delivery Test and will not be subject to any penalties for under delivery.</p>
	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	Workshops to engage stakeholders planned for February and March 2021.
	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>Agreeing the interventions the Council will make will form part of the Housing Strategy which is now expected to complete by 30th June 2021. The deadline for this action should be moved back to coincide with the Housing Strategy. Good progress has been made with actions that support the delivery of this objective.</p> <ol style="list-style-type: none"> <li>1. The Building Research Establishment has completed a report on the condition of housing in the district.</li> <li>2. The Norfolk Warm Homes Partnership (which includes all Norfolk Districts) has been successful in securing £1.24 million of Green Homes Grant to help improve thermal efficiency of homes occupied by low income households.</li> </ol>
	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	
	Owner	Graham Connolly
	Stage	Completed

		31/12/2020
	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	
	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>Savills has updated their financial model to allow us to explore possible variations to the original 100 home model including:</p> <ol style="list-style-type: none"> <li>1. The impact of the existing and growing stock of temporary accommodation owned by the Council.</li> <li>2. The impact of purchasing VHT disposals.</li> <li>3. The inclusion of some shared ownership homes.</li> </ol> <p>The next stage is to model the various options and to report on the outcomes and whether there is a viable business case for a housing company.</p>
	Owner	Graham Connolly
	Stage	Completed
	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	07/01/21 The Council has been awarded £140,000 grant to help toward the purchase of four one-bed homes for single homeless (or at risk of homelessness). We must acquire properties by 31 March 2020. To date we have offers accepted on three properties and options for a fourth,
	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	
	Owner	Graham Connolly
	Stage	In Progress
	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	<p>Registered Providers working in the district including Flagship, Broadland, Clarion and Housing 21 are bringing forward new shared ownership homes in 2020/21 and 2021/22. On some sites the limited availability of mortgage finance is slowing sales. However mortgage lending by the Council is unlikely to be the solution because the set up costs would be disproportionate to the likely number of mortgages (probably only single figures). We intend to gather further information from RPs about the problems with the shared ownership mortgage market to see if there are other interventions the</p>

31/12/2020

Council could take to help.

Owner

Graham Connolly

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 are now able to use the model developed by Savills - the 100 homes model - to look at the financial impact of including some Victory Housing Trust disposals within the 75 homes proposed for Market Rent.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	★
	Comments	The 66 home site in Fakenham will be ready to let soon (March) and the shared ownership homes are in process of being sold. We are looking for other sites with possibilities in North Walsham, Stalham and Wells under consideration.
	Owner	Graham Connolly
	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



		31/12/2020
<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 March 2021. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore I recommend that the due date is amended from 30 September 2020 to 31 March 2021.
	Owner	Stuart Quick
	Stage	Waiting
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	
	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. This includes a Business Impact Survey which was conducted between 12 May and 13 June which received 319 response. On 20 January the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	●
	Comments	The focus of the Economic Growth Team has predominantly on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The Council paid out a total of £60m to local businesses. For the immediate future, the focus will remain on supporting providing the Local Restrictions Grant/Additional Restrictions Grants and providing immediate business support as required.
	Owner	Stuart Quick
	Stage	Waiting
	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	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
	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 continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown has created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples are asked to stay local. To help support tourism businesses over the coming months, NNDC established the North Norfolk Tourism Sector Support Grant. This £150k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations. The subsequent announcement of the national restrictions in January may delay or impede some of these projects. However, recent conversations have suggested that many projects will still be deliverable and will support business recovery when restrictions are lifted.</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>A draft north Norfolk Apprenticeship Survey was to be completed by December 2020. However, due to a committed focus on securing a local Kickstart programme, this is now anticipated for January 2021.</p> <p>The Council has been successful in it application to DWP to become a 'Gateway' organisation to deliver a local 'Kickstart' programme, This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement. Current figures indicate that NNDC will support at least 100 job placements over the coming months.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	
	Comments	<p>Delayed due to Covid-19 pandemic. This will be reviewed in March 2021 as the Covid-19 recovery plan is rolled out.</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</p>

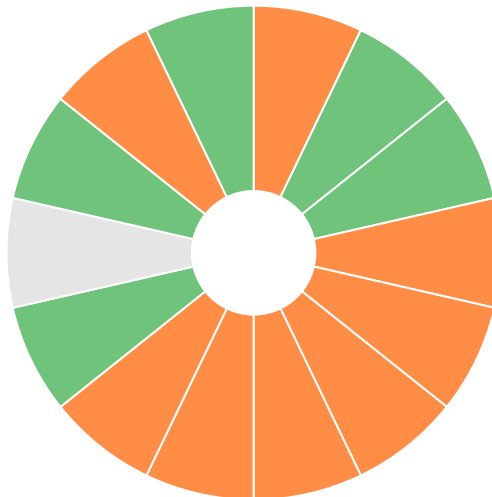
		31/12/2020
		activity.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance	★
	Comments	Project objectives refined as part of the Covid-19 response and the launch by Government of the national KickStart programme. The District Council has registered as a delivery partner of this programme through the Economic Growth Team.
	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	
	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



		31/12/2020
<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	Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft new strategy for internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/12/2020 to 31/08/2021.
	Owner	David Williams
	Stage	In Progress
	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	Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft Customer Charter for internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/05/2021 to 31/08/2021.
	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. It is proposed that the training will be coordinated with the new Customer Service Strategy & Charter.
	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 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	Programme has been developed and assessment of initial activities undertaken. Specific initiatives will be defined to ensure improvements are

		31/12/2020
		delivered as early as possible.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	The PID has been presented to SLT. Discussions are now taking place with the Chief Executive. Leader and Portfolio Holder with regard to the development of this project.
	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	The Engagement Strategy was not one of the key priorities of the refined delivery plan agreed by Cabinet 5 October 2020 in light of the ongoing Covid-19 situation. Development of the strategy will be progressed in the coming months following the adoption of the Communications Delivery Plan. This work will be led by the Communications Team.
	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	
	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	n/r
	Owner	Emma Denny
	Stage	Deferred
	Start Date	01/07/2021
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	
	Comments	The Climate Change Project Officer and the Environment Policy Officer posts have now been appointed to and these officers will be taking the Environment Forums forward. The Democratic Services Officer (MS) has met with both of them and it is agreed that they will hold a virtual Forum in February / March 2021. By moving to a virtual platform, it is hoped that

		31/12/2020
		attendance will increase and any concerns about transport to a physical venue will be addressed.
	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	Finance and IT have been working on the latest iteration of the software and have requested feedback from the accountancy team for each department. it is planned that latest data will be entered in January for use in February.
	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	Draft Communications Plan with Full Cabinet on Feb 1, 2021
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021



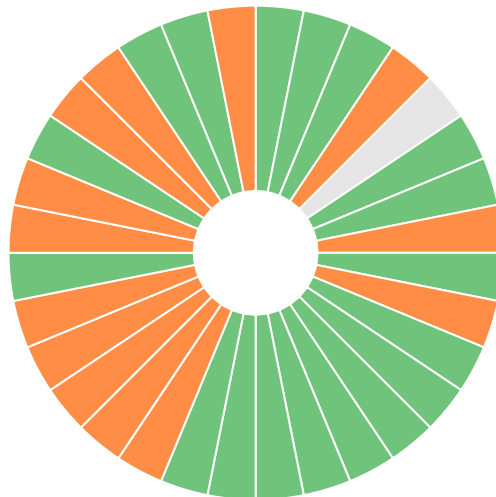
## Climate, Coast and the Environment

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**














		31/12/2020
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	New staff in post in mid-December and an Environment charter is being drafted for consultation. Anticipated to be adopted by June 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	★
	Comments	New staff in post in mid-December and an Environment charter is being drafted for consultation. Anticipated to be adopted by June 2021.
	Owner	Annie Sommazzi
	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	Supported new Environmental Policy Officer's work to draft Environmental Charter; further support for tree-planting initiative.
	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	On-going work to support Environmental Policy Officer in producing Environmental Charter and promoting it when appropriate through available NNDC channels. Regular meetings to discuss new engagement strategies with the public concerning charter and wider environmental issues.
	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	n/r
	Owner	Robert Young
	Stage	Not Started
	Start Date	20/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	<p>The draft Local Plan includes a suite of policies designed to contribute towards addressing the impacts of climate change including Coastal Management, flooding, building 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

		31/12/2020
	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	n/r
	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	The new Environmental Policy Officer who commenced employment with us in December 2020 has picked up this workstream and is in discussions with the Carbon Trust around updating their conclusions following which a detailed action plan will be delivered against which our progress can be measured.
	Owner	Robert Young
	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	
	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 consultants are due to be re-engaged to finalise the audit and a process for regular monitoring of progress will be established following the completion of the baseline report
	Owner	Annie Sommazzi
	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	The Council is a partner in the Bacton SNS 2.0 Hydrogen energy feasibility, which is an important first step to identifying alternative low carbon energy opportunities for the future. The study is progressing well and is already yielding interesting data about energy demand and use in the area.
	Owner	Robert Young
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	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.

		31/12/2020
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	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 has recently been received and will be considered following the completion of other priority activities (e.g. IRF Expression of Interest). The published Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy (summer 2020) has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC), CPE are engaging with discussions with the Environment Agency in the development of a national strategic action plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	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. The Business Plan theme will be based upon the CPE Expression of Interest to the Environment Agency Innovative Resilience Fund. If successful the fund may 'supercharge' the development of the Norfolk and Suffolk adaptation approach and provide opportunities for practical implementation and longer term approach development. The Coastal Loss and Innovative Funding and Finance (CLIFF) project, funded through NNDC, Defra, LGA Coastal SIG and Lewes District Council has begun its next phase (1b) where the shortlisted approaches will be explored further. This project is lining up with the insurance and finance sector to explore new and innovative financing and funding mechanisms to assist with funding adaptation. CLIFF is integrated into the IRF Expression of Interest. The Welsh LGA and Scottish Government are also interested in CLIFF and are involved with the Steering Committee and it fits well with the Government Flood and Coast Policy Statement and Environment Agency Strategy.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	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

		31/12/2020
		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>• Overstrand - preparation for scheme to refurbish eastern sea wall</li> <li>• Bacton revetment repairs</li> <li>• Groyne markers repairs – Sheringham</li> <li>• H&amp;S signage and actions where required</li> <li>• Cromer sea wall surfacing repairs</li> <li>• Remedial works to steps going over the revetment at Sidestrand</li> <li>• Audit completed with Trinity House on Navigation Beacons Inspections</li> <li>• Inspections following windblown sand reports and actions following late September gales</li> <li>• Various repairs across system</li> </ul>
	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 Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy published in the summer of 2020 has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC). CPE continue to engage and play a proactive role with LGA Coastal Special Interests Group, DEFRA and Environment Agency to seek to help to guide the national approach moving forwards.</p> <p>The current Innovative Resilience Fund expression of interest will seek to develop local best practice that can be share nationally. The Coastal Loss Innovative Funding and Finance project (CLIFF), developed by CPE, is leading a potentially national approach and will seek to provide opportunities locally and nationally for new working approaches and financial products.</p>
	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	n/r
	Owner	Rob Goodliffe
	Stage	Completed
	Start Date	04/02/2020

		31/12/2020
	Due Date	31/05/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	
	Comments	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January due to the third national Covid-19 lockdown. This will stall the number of trees going in the ground, but these projects will be completed when we are able.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	
	Comments	The team have engaged with several different groups within the community to gauge the best approach to planting projects. The new climate change team are now producing a strategy for the project as a whole which will outline the approach to be taken. It is likely that there will be several different approaches taken given the vast array of different community groups and organisations who wish to be involved. This will be developed in the coming months.
	Owner	Colin Brown
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	
	Comments	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January which will stall the number of trees going in the ground, but these projects will be completed when we are able.
	Owner	Colin Brown
	Stage	In Progress
	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>We now have all sites online apart from Fakenham and North Walsham.</p> <p>The engineers are visiting Fakenham at the end of January to assess the position and following that we will have a clearer picture regarding the 'go live' date.</p> <p>There is a requirement to identify a new site in North Walsham as Sainsbury have indicated that they are undertaking a review of their energy requirements across their portfolio and as such do not want the Council accessing their power supply at the current time. A review of sites is to be undertaken during February.</p>
	Owner	Duncan Ellis
	Stage	In Progress

		31/12/2020
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of further charging points	Performance	
	Comments	
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	
	Comments	The draft Local Plan includes EV policies.
	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	Currently developing a revised car loan scheme, with improved rate for green vehicles. Also investigating season ticket loans for train travel, and green vehicle salary sacrifice purchase scheme.
	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 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	
	Comments	
	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	During quarter 3, we have delivered to residents an updated collection calendar with information regarding the correct use of the recycling service and garden waste service for relevant subscribers. Whilst this is not a targeted campaign, it is an important tool in communicating with residents regarding our services. Content on the website has also been updated to ensure it is accurate and effective, however, little progress has been made on developing specific targeted communication

		31/12/2020
		campaigns during quarter 3.
		The profile and composition of waste we collect from households has inevitably changed as a result of the Covid-19 pandemic. Trends in waste management can take longer than a few months to become evident and things are likely to change further as government restrictions are lifted once again. In order to best target our resources, it would be prudent to keep a watching brief on how the situation develops during Q4 so that we have a full year of data during the Covid-19 situation and can then assess how best to proceed.
	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>Data collection systems are in place and functional. 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. These trends are continuing to be monitored in order to feed in to other workstreams in terms of targeted communications to residents.</p>
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	<p>The new Community Fridge in Stalham has been progressing well and is almost ready to launch (just awaiting delivery of fridge). A suitable host site has been identified for a Community Fridge in Sheringham and discussions are ongoing. Officers are working to deliver a number of initiatives in Q4, including activities during 'Food Waste Action Week' in March.</p>
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/04/2022

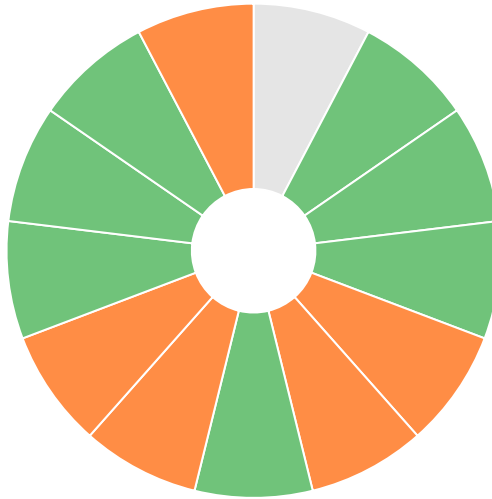


## Financial Sustainability and Growth

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



		31/12/2020
<input checked="" type="checkbox"/> 5.1.1 Establish a baseline against which to review and control fees and charges	Performance	▶▶
	Comments	n/r
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	30/06/2021
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 5.1.2 Develop a public convenience policy	Performance
Comments		The public convenience tender will now be reissued to include Wells, Fakenham (demolition and new modular build), refurbishment and Changing Places at the Leas in Sheringham and refurbishment at New Road, North Walsham. Architects SMG will be issuing revised drawings and scope of works. The tenders are due back on 3 February 2021.
Owner		Duncan Ellis
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2021
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)		Performance
	Comments	After a discussion with the Strategic Leadership Team and Cabinet Members it was proposed that a zero based budgeting exercise will be undertaken throughout the autumn of 2021 to inform the setting of the 2021/22 budget.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 5.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance
Comments		There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
Owner		Duncan Ellis
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2021
<input checked="" type="checkbox"/> 5.1.5 Undertake service reviews to improve efficiency and reduce costs		Performance
	Comments	Zero Based Budgeting will be explored for the 2022-23 budget process. This has been delayed due to the COVID response and the reprioritisation of the Delivery Plan. A detailed plan covering the implementation of Zero Based Budgeting will be produced in the summer.
	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 O&S Members. These ideas are being explored in addition to those generated by OMT and will inform the Financial Sustainability Strategy. Due to the COVID response and staff absences, this will now not be achieved by December 2020. I propose a new completion date of August 2021.
Owner		Lucy Hume
Stage		In Progress

		31/12/2020
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.2.2 Review the Car Parking Policy	Performance	★
	Comments	Due to Covid-19 the preparation of the 2021/22 budget has not proposed any changes to car park charging for the forthcoming financial year.
	Owner	Duncan Ellis
	Stage	Deferred
	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	At the present time capacity issues and the ongoing Covid response are hampering consideration of these opportunities. The Council also needs to be mindful of how this policy is delivered given the ongoing impact of the virus however this is an area that could significantly support business recovery.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 5.3.1 Develop a business case for a housing company	Performance	●
	Comments	n/r
	Owner	Graham Connolly
	Stage	Cancelled
	Start Date	04/02/2020
	Due Date	30/09/2020
<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 Norfolk and Waveney Clinical Commissioning Group. The most recent meeting with them was on 20 January 2021. At which time they shared with us a draft North Norfolk Locality Capacity Planning Report which will inform their future primary care network estates strategy. We have been invited to comment on the report in the context of the future growth of the district as proposed through the Local Plan and detailed proposals will be developed for future NHS funding from April 2021. This original objective proposed the Council exploring potential investment opportunities in new health care facilities in the district. The capital investment regulations around the Public Works Loans Board might mean that this isn't such an attractive proposition for the authority moving forward.
	Owner	Steve Blatch
	Stage	Completed
	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>The purchase of 3 brand new industrial units at Hornbeam Road, North Walsham has been completed with professional marketing commenced seeking to secure potential interest. Discussion's with potential tenants.</p> <p>Purchase of 2 parcels of land for car parking are also nearing completion, whilst negotiations continue regarding vacant land at Holt.</p> <p>It was agreed in principle to commence the marketing of a</p>

residential property with redevelopment/refurbishment potential, seeking a disposal of the property subject to Cabinet approval once an offer has been received. The property is now on the market with viewings taking place, although the level of viewings is being impacted by covid restrictions over travel. Virtual viewings are taking place as an alternative arrangement. A review of a further property has been undertaken that has identified a possible disposal option and this is being considered.


The disposal of enabling land at Sheringham is progressing with the purchasers undertaking a planning pre application process. Feedback has been provide and it is anticipated that a planning application will be submitted early 2021. The purchase is subject to a number of conditions including planning consent.

Quotes are being obtained for the refurbishment of a small kiosk with the view to undertaking the necessary works to bring the property back into use for Spring/Summer season. The property will be marketed seeking bids from potential tenants. Further investigation is being undertaken to bring back into use other vacant property at Cromer including funding opportunities.


The concession review has been undertaken, which has identified potential sites. These sites have been marketed with a number of bids received. Following the closing date the bids will be assessed and offers made to successful bidders, subject to usual governance procedures.

Owner	Renata Garfoot
Stage	In Progress
Start Date	04/02/2020
Due Date	31/03/2022

5.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot

Performance	
Comments	Continuing installation and commissioning works. Looking to procure external consultant for next programme.
Owner	Russell Tanner
Stage	In Progress
Start Date	01/06/2020
Due Date	31/08/2021

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



		31/12/2020
<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	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	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	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	After discussion of the Leader and CEO the due date for this action has been set to 31 December 2021. Please review this due date with your Head of Service (unless you are one), agree any necessary amendment and make the change in InPhase prior to the end of October.
	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 has been produced to identify the costs of restoring the building to habitable use.. A scoping report is currently in development which will seek to identify a range of uses for the site/buildings.</li> <li>• An Invitation to Bid is presently out to tender to commission an organisation to design, develop and oversee the construction phase of the town centre placemaking</li> <li>• A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces</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	Work continues in line with the current programme which would see completion of the new facility in August 2021 and the finalisation of the site in November 2021. Recent works

		31/12/2020
		<p>completed include:</p> <ul style="list-style-type: none"> <li>• installation of glass on the entrance and reception areas</li> <li>• testing of the learner and main pools to ensure they hold water</li> <li>• installation of internal walls to form the gym, dance studio and spin studio</li> <li>• installation of the solar thermal panels which will help heat the showers</li> </ul>
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	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	<p>Hemsley Orrel Partnership (consultants) are currently preparing tender documents for issue later this month (January 2021). This is based on the completion of the recent rope access survey.</p>
	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	<p>Works tender is currently live for all four sites and is due back by the 29th January 2021. Contract to be awarded first week in February 2021 subject to budgetary availability.</p>
	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	<p>We have once again been invited to apply for all six Blue Flags for 2021, due to the excellent water quality classifications.  The green flag applications are currently being prepared for 2021</p>
	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	<p>Given the continued uncertainty regarding Covid restrictions, there remains a high level of uncertainty whether the marathon will take place in 2021</p>
	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	Performance	●

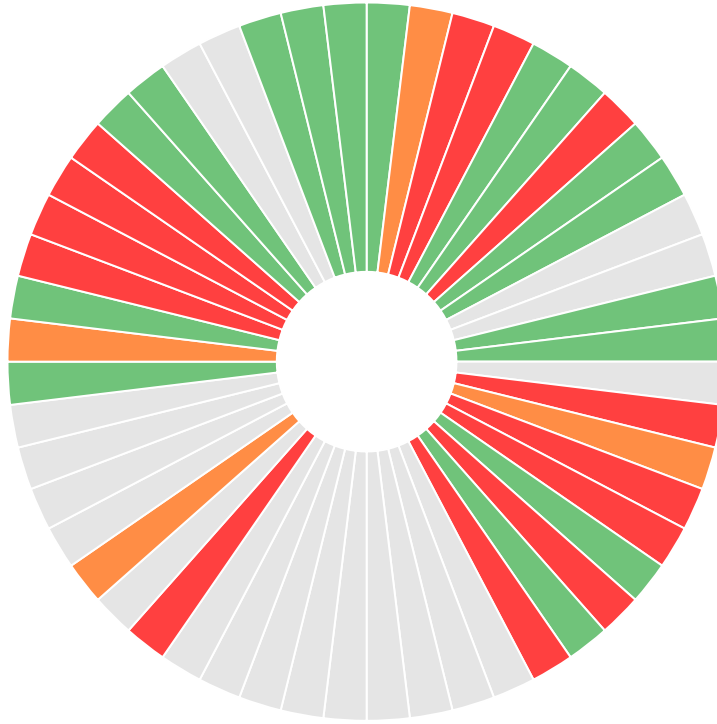
31/12/2020

<input type="checkbox"/> opportunities for funding to implement and promote the Quality of Life Strategy	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	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	<p>Information and advice is being offered to Town &amp; Parish Councils as well as community groups in respect of funding, new services and support that is available to both the organisation and the local community.</p> <p>NNDC worked closely with Town &amp; Parish Councils as well as local voluntary organisations during the Covid 19 pandemic to provide support and help to vulnerable residents. Financial support for Covid 19 was specifically available to these organisations and they were proactively supported and encouraged to apply for this funding.</p>
	Owner	Sonia Shuter
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020



# Operational Performance

## Overview



### Key















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

## 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

		Dec 2020
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance	
	Actual (Period)	46.15
	Target	80.00
	Direction of change	
	Owner	Renata Garfoot
	Comments	A number of concessions licences have come to an end resulting in available pitches. These pitches are currently going through a tender process which will see the percentage of sites dramatically improve at the next reporting cycle.
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance	
	Actual (Period)	42.29
	Target	5.00
	Direction of change	
	Owner	Renata Garfoot
	Comments	
BC 001 Building Control income (£)	Performance	
	Actual (Period)	18,293.00
	Target	31,666.00
	Direction of change	
	Owner	Stuart Tate
	Comments	
CS 001 Number of complaints	Performance	
	Actual (Period)	25
	Target	17
	Direction of change	
	Owner	Jane Wisson
	Comments	During the last three months we have seen a reduction in complaints although still higher than last year – there isn't a specific service area or trends we can identify
EG 010 Number of businesses engaged via business support events	Performance	
	Actual (Period)	0
	Target	50
	Direction of change	
	Owner	Stuart Quick
	Comments	
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance	
	Actual (Period)	50.00
	Target	80.00
	Direction of change	
	Owner	Emily Capps
	Comments	
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance	
	Actual (Period)	53.85
	Target	80.00
	Direction of change	
	Owner	Emily Capps
	Comments	

		Dec 2020
	Comments	The Environmental Protection Team is currently operating with a reduced number of staff. Two senior Environmental Protection Officers are on maternity and adoption leave. Whilst we advertised to back fill these positions we were unable to find a suitably qualified candidate. The team have also been heavily involved in the Council's response to the Covid-19.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance	▲
	Actual (Period)	88.0
	Target	41.0
	Direction of change	↗✗
	Owner	Jeny Carroll
	Comments	Active debt collection has been suspended unless advised to do so by the specific departments. Gentle payment reminders have been sent out where services have not been suspended as a result of Covid-19.
HS 001 Number of affordable homes built	Performance	▲
	Actual (Period)	6
	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 (195 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	140
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	270
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.
LE 012 Total number of Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	410
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.
LE 013 Income from events organised at Country Parks	Performance	▲
	Actual (Period)	0.00
	Target	1,290.00
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.

## 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














		Dec 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	
AU 001 - Percentage of Priority 1 (Urgent) audit recommendations completed on time		?
	Actual (Period)	
	Target	100.00
	Direction of change	?
	Owner	Lucy Hume
	Comments	
AU 002 - Percentage of Priority 2 (Important) audit recommendations completed on time		?
	Actual (Period)	
	Target	70.00
	Direction of change	?
	Owner	Lucy Hume
	Comments	
AU 004 - Percentage of audit days delivered		?
	Actual (Period)	
	Target	83.00
	Direction of change	?
	Owner	Lucy Hume
	Comments	
BE 027 Average time for processing new claims (housing benefit and council tax support)		★
	Actual (Period)	16.00
	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)	11.00
	Target	14.00
	Direction of change	→
	Owner	Trudi Grant
	Comments	
CL 002 Number of Ombudsman referral decisions		★
	Actual (Period)	0
	Target	3

		Dec 2020
	Direction of change	→
	Owner	Steve Blatch
	Comments	The investigation process restarted during the summer of 2020 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	
DM 024 (24m) Percentage of non-major planning applications determined within time period		★
	Actual (Period)	90.02
	Target	80.00
	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)	0.93
	Target	10.00
	Direction of change	↕
	Owner	Sarah Ashurst
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period		n/a
	Actual (Period)	16
	Target	
	Direction of change	✗
	Owner	Sarah Ashurst
	Comments	
EG 009 Grants awarded (£)		★
	Actual (Period)	175,390.00
	Target	0.00
	Direction of change	✗
	Owner	Stuart Quick
	Comments	
EG 011 Number of businesses supported		★
	Actual (Period)	95
	Target	50
	Direction of change	✗
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days		●
	Actual (Period)	77.27
	Target	80.00
	Direction of change	✗
	Owner	Emily Capps
	Comments	

		Dec 2020
HO 006 Numbers on the housing waiting list		n/a
	Actual (Period)	2,817
	Target	
	Direction of change	↑X
	Owner	Lisa Grice
	Comments	
HO 007 Numbers on the Housing Register		n/a
	Actual (Period)	428
	Target	
	Direction of change	↑X
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register		n/a
	Actual (Period)	1,932
	Target	
	Direction of change	↓✓
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register		n/a
	Actual (Period)	457
	Target	
	Direction of change	↓✓
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE		●
	Actual (Period)	1.47
	Target	1.50
	Direction of change	↑X
	Owner	James Claxton
	Comments	
HS 002 Number of affordable homes granted planning permission		n/a
	Actual (Period)	157
	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)	8
	Target	
	Direction of change	↓✓
	Owner	Sonia Shuter
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 7th December 2020 to consider applications over £1,000 and under £15,000. Eleven new applications totalling £115,527.99 were presented to the Panel plus an application that had previously been deferred. The Panel recommended that funding totalling £52,377.94 was awarded to seven projects. Two



		Dec 2020
		applications were deferred and three refused. A grant award of £1,000 had also been to the under £1,000 grant fund.
HS 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	53,377.94
	Target	
	Direction of change	✖
	Owner	Sonia Shuter
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 7th December 2020 to consider applications over £1,000 and under £15,000. Eleven new applications totalling £115,527.99 were presented to the Panel plus an application that had previously been deferred. The Panel recommended that funding totalling £52,377.94 was awarded to seven projects. Two applications were deferred and three refused. A grant award of £1,000 had also been to the under £1,000 grant fund.
HW 003 Number of Disabled Facilities Grants completed		n/a
	Actual (Period)	8
	Target	
	Direction of change	✖
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved		n/a
	Actual (Period)	2
	Target	
	Direction of change	✖
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)		n/a
	Actual (Period)	59,613
	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)	21,299
	Target	21,299
	Direction of change	✔
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)		★
	Actual (Period)	12,854.00

		Dec 2020
	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)	89.58
	Target	90.00
	Direction of change	
	Owner	Emma Duncan
Comments		
MJ 001 (24m) - Percentage of major planning applications determined within time period		
	Actual (Period)	82.35
	Target	60.00
	Direction of 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)	78,910.00
	Target	66,792.00
	Direction of change	
	Owner	Phillip Rowson
Comments		
PP 002 Number of homes granted planning permission (all tenure types)		n/a
	Actual (Period)	1,099
	Target	
	Direction of change	
	Owner	Mark Ashwell
Comments		
RV 009 Percentage of Council Tax collected		
	Actual (Period)	8.87
	Target	8.50
	Direction of change	
	Owner	Sean Knight

		Dec 2020
	Comments	Council Tax collection is 81.62%, compared to target of 82.00%. This is a shortfall of 0.38% compared to last month's shortfall of 0.75%. This equates to a shortfall of £290,647.82 compared to the previous month's shortfall of £578,792.83. Our performance has improved substantially compared to the previous month because of the increase in recovery work.
RV 010 Percentage of non-domestic rates collected		★
	Actual (Period)	8.75
	Target	8.00
	Direction of change	↓
	Owner	Sean Knight
	Comments	NNDR collection is 85.03% compared to target of 84.00%. This is in excess of our target by 1.03% compared to last month's which was in excess of 0.28%. This equates to an excess of £133,027.84 compared to the previous month's excess of £37,401.50. Our performance has improved substantially compared to the previous month because of the increase in recovery work.

		Dec 2020
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)		!
	Actual (Period)	158
	Target	
	Direction of change	↓
	Owner	Bob Wade
	Reporting to Members Comments	There are a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long-term empties back into use. The Combined Enforcement Team monitors some of these properties. The monitoring of these properties was reduced because of the pandemic and social distancing, not allowing properties to be visited and other priority work e.g. setting up and paying the business grant payments. We were however able to continue with serving completion notices to help increase the tax base which will increase New Homes Bonus. Long Term Empty Property Reviews have re-commenced and the decision to increase the levy charge for properties that have been empty for ten years or more is likely to have an affect from April 2021.
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)		!
	Actual (Period)	496
	Target	
	Direction of change	↓
	Owner	Bob Wade
	Reporting to Members Comments	There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties back into use. The Combined Enforcement Team monitors some of these properties. The monitoring of these properties has reduced with the extra work created by the pandemic.