

Managing Performance

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Managing Performance

Quarterly Report Chief Executive's Overview

This report covers the fourth quarter of the 2020/21 reporting year – i.e. the period covering January, February and March 2021.

Over the last 12 months, the Council has stepped up and responded to the challenges faced by the Covid-19 pandemic whilst continuing to deliver its high standards of service.

Our achievements:

- We immediately set up strategic engagement through the Norfolk Resilience Forum structures so that the Council's local response was co-ordinated with and supported national policy and messaging
- During the first lock down, set up and operated a Community Support Programme for local residents who were shielding and self-isolating. A Community based response through local Co-ordination Centres provided support with non-emergency requests for assistance, including the delivery of almost 500 food parcels and over 5000 prescriptions whilst helping to support others in securing food deliveries from local and national retailers.
- Administered over £26m of Business Rate Relief payments, £120m of Government Business Grants and a significant number of hardship payments to local residents in receipt of some benefits.
- Our Housing Team provided support for rough sleepers under the national "Everybody In" programme to provide a safe place for street homeless during the national lockdown.
- We managed closures and openings of our facilities across the District i.e. car parks and public toilets.
- Equipment and support was given to officers and members so that they could adapt to working at home and holding virtual meetings.
- Last summer, we supported the safe re-opening of the district's town centres and high streets, beaches, promenades and Broad's 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 focussed on managing very large numbers of visitors to the District especially in our coastal areas.
- The Council worked with local Town and Parish Councils to put in place social distancing measures i.e. providing hand sanitising stations, installing street decals and introduced high frequency cleaning and "fogging" and believe 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.

Corporate Plan delivery:

Local Homes for Local Need:

- In 2020/21 a total of 108 new affordable homes were delivered in the district
- There are lots more homes in the pipeline with the forecast for 2021/22 of 183 to be completed - although some of these may not be completed by end of March 2022
- New housing development at Laundry Loke – a large general needs development,

- of 43 new homes in NW completed in March 21 and now fully occupied
- A number of rural exception schemes offering affordable homes to local people – including completion at Edgefield, the last of the 5 linked Broadland Schemes that recently won a RTPPI award
- Meadow Walk, a development by Housing21 of 66 affordable flats with on-site care for older people wanting a secure future proof home
- The Council has increased its own stock of temporary accommodation units to provide better options for homeless households, there are now 7 homes in use with plans to increase this further to 14

Climate, Coast and the Environment:

- The Environment and Climate Change agenda is progressing at pace.
- EV charging points have been put in place in 5 locations across the District, and photovoltaic panels have been installed on the District Council offices.
- We are developing plans to tackle our carbon footprint and those of our business partners.
- We have planted 20,000 trees and already have plans in the pipeline for another 40,000.
- Have held two major Environment Forum events and these will continue as community interest and engagement grows.

Boosting Business Sustainability and Growth:






- Supported our business community with the delivery of new business units in North Walsham thereby creating new jobs and helping other businesses to expand.
- Reached out to forgotten sectors in the governments support plan, and provided them with essential grants to enable them to plan for the future i.e. Outdoor Education Centres offering an invaluable resource for the education and mental wellbeing of young people across the district.
- The Council has acted as a gateway to promote uptake of the governments Kickstart scheme across the District helping 16 – 24 year olds into employment. So far around a hundred new opportunities have been created by working in partnership.
- We have been successful in obtaining outside investment into the area including the £3m North Walsham Heritage Action Zone programme, delivering improvements to the town centre with further improvements expected in the next few months and year.

Quality of Life:

- Commencement of the new £12m Sheringham Leisure Centre, The Reef. Expected completion Summer 2021.

Actions and Performance Measure Keys

Actions - key to symbols

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

Measures - key to symbols

Key

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

Delivery Plan 2019-2023



Overview

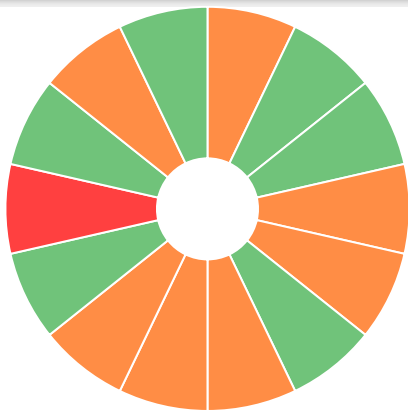
Local Homes for Local Need



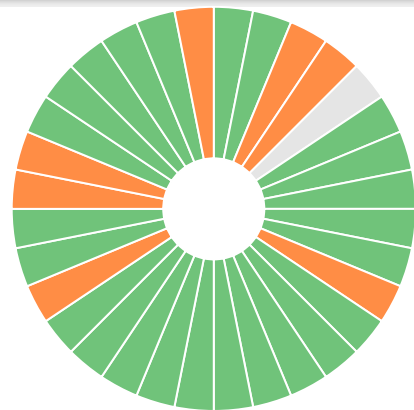
Boosting Business Sustainability and Growth



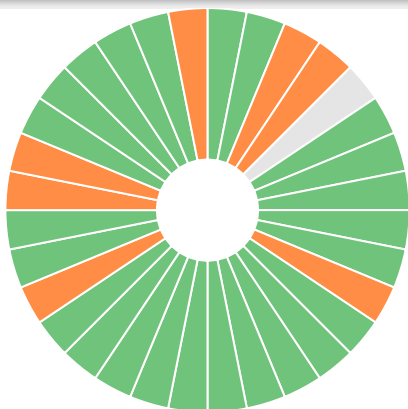
Customer Focus



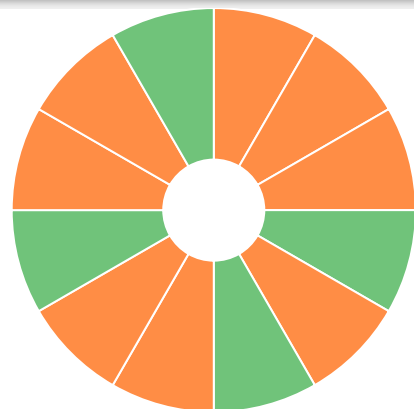
Climate, Coast and the Environment



Financial Sustainability and Growth



Quality of Life



Key Priorities

There are a number of actions in the delivery plan that Cabinet have identified as essential to be delivered in order for the objectives in the Corporate Plan 2019 - 2023 to be achieved. Cabinet and 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



		31/03/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>A revised version of the Local Plan has been agreed by the Working Party and Cabinet and is being drafted for the next stage of formal public consultation (Reg 19). This is anticipated in Sept 2021 following which the Plan will be submitted for Independent examination. Comments made at Reg 19 stage are considered by the Inspector although the LPA retains the opportunity to suggest further modifications to the Plan through the examination process.</p> <p>The Plan aims to address housing need and demand in full, seeks to minimise the impacts of new developments on Climate Change and the character of the District.</p> <p>A first stage of public consultation on the proposed urban extension at North Walsham commenced on the 24th of May to inform the content of a Development Brief that will be prepared for the site.</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	Stakeholder workshops took place in February and March 2021. A first draft of the housing strategy is now complete and with Stakeholders for further comment.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	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). Two properties have been purchased and the remaining two are due to complete by the end of April. Cabinet have agreed the use of £500,000 underspend to purchase further units, one Flagship disposal unit has been identified.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	Regular dialogue with Flagship allows early identification of disposals. Purchase of one property agreed with two more potential purchases. These will be for use as temporary accommodation.
	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
	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	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
	Owner	Stuart Quick
	Stage	Parked
	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 created a natural hiatus in the immediate promotion of North Norfolk, in accordance with national restrictions to which people were asked to stay local. However, a 'North Norfolk Uncovered' campaign started in April. For the first couple of months this has carried the Visit Britain theme, 'Escape the Everyday' so we can tie into the national marketing platform.</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance ★ Comments Owner Stage Start Date Due Date	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021. David Williams In Progress 04/02/2020 31/08/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance ★ Comments Owner Stage Start Date Due Date	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021. David Williams In Progress 04/02/2020 31/05/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance ★ Comments Owner Stage Start Date Due Date	Progress continues with a number of projects. These include web forms to support the new waste contract, a Council Wide Customer satisfaction survey webform. The transition of the on-line payments system to GovPay is now completed which will simplify and standardise customer on-line payments. Sean Kelly In Progress 01/06/2020 31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance ● Comments Owner Stage Start Date Due Date	The PID has been presented to CLT. Deferred during 2021 due to Covid-19. Proposals to undertake survey in March 2022 to be developed so the survey can be conducted in quarter 1 2022. David Williams In Progress 04/02/2020 31/12/2021

<p>> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy</p>	<p>Performance</p>	<p></p>
<p><input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy</p>	<p>Performance</p>	<p></p>
<p>> <input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan</p>	<p>Performance</p>	<p></p>
<p><input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme</p>	<p>Performance</p>	<p></p>
<p><input checked="" type="checkbox"/> 4.5.4 Tree planting implementation</p>	<p>Performance</p>	<p></p>
<p><input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points</p>	<p>Performance</p>	<p></p>
	<p>Comments</p>	<p>The scope and responsibility for this area of the Council's work is currently under review as a result of the re-structuring and Covid-19. This will now be revisited as part of the Council's Covid-19 recovery plan.</p>
	<p>Owner</p>	<p>Steve Blatch</p>
	<p>Stage</p>	<p>In Progress</p>
	<p>Start Date</p>	<p>02/12/2019</p>
	<p>Due Date</p>	<p>29/06/2021</p>
	<p>Comments</p>	<p>The Communications Plan has been approved and the communications team has accordingly devised new content and new audience figure objectives for the Council's social media channels. We have also agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.</p>
	<p>Owner</p>	<p>Joe Ferrari</p>
	<p>Stage</p>	<p>In Progress</p>
	<p>Start Date</p>	<p>01/06/2020</p>
	<p>Due Date</p>	<p>31/12/2021</p>
	<p>Comments</p>	<p>Draft report received April 2021.</p>
	<p>Owner</p>	<p>Robert Young</p>
	<p>Stage</p>	<p>In Progress</p>
	<p>Start Date</p>	<p>04/02/2020</p>
	<p>Due Date</p>	<p>14/12/2023</p>
	<p>Comments</p>	<p>The due date for this project has been moved from the 31st December 2020 to 31st May 2021.</p>
	<p>Owner</p>	<p>Annie Sommazzi</p>
	<p>Stage</p>	<p>In Progress</p>
	<p>Start Date</p>	<p>01/06/2020</p>
	<p>Due Date</p>	<p>31/05/2021</p>
	<p>Comments</p>	<p>NNDC have now planted 20,000 trees, have approximately another 40,000 trees worth of project in the pipeline and are working with some major stakeholders on tree planting initiatives.</p>
	<p>Owner</p>	<p>Annie Sommazzi</p>
	<p>Stage</p>	<p>In Progress</p>
	<p>Start Date</p>	<p>01/10/2020</p>
	<p>Due Date</p>	<p>31/12/2022</p>
	<p>Comments</p>	<p>Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Council's Holt Road offices during 2020/21. A scheme was proposed in North Walsham but sufficient power supply was identified as being a problem so alternative locations in the town are being identified.</p>
	<p>Owner</p>	<p>Russell Tanner</p>
	<p>Stage</p>	<p>In Progress</p>
	<p>Start Date</p>	<p>04/02/2020</p>
	<p>Due Date</p>	<p>30/06/2021</p>

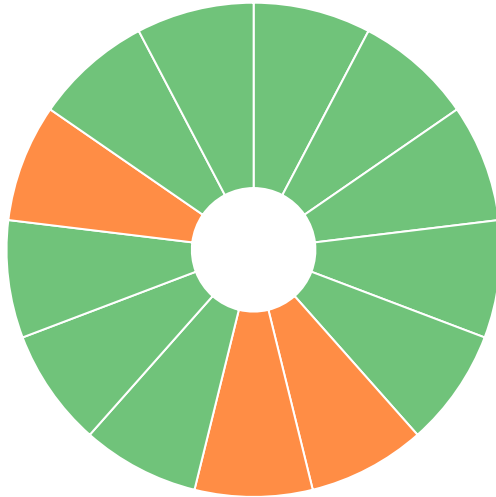
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	●
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	★
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars – a condition survey has been produced to identify the costs of restoring the building to habitable use.. A scoping option report has been completed following a workshop held with elected members and stakeholders to agree a preferred 'office type' use for the listed buildings. • A landscape design consultant team, led by Influence Environmental Ltd, has been appointed to design, develop and oversee the community engagement and construction phase of the town centre placemaking • A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces • A separate funding application has been submitted and approved by Historic England. The funding is awarded to an independent Cultural Consortium and will deliver cultural programming to complement the main HSHAZ scheme.
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	★
	Comments	The demolition of Splash is now complete and finalisation of the landscaping/Car Park of the Reef has now been brought forward to the end of August 21. The budget position remains unchanged. A communication and marketing campaign is being developed with Everyone Active in the lead up to the opening of the new facility to promote its role in helping people to maintain their health and fitness.
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021

<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	All Green Flags retained in 2020/21.and we are awaiting the results for 2021/22.There was an expectation that all blue flags would be retained. Since the end of March we have received notification that for 2021 Blue Flags have been awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	
	Comments	n/r
	Owner	Lucy Hume
	Stage	Not Started
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	✔
	Comments	Part of the project is moving forward with a specialist developer who has acquired part of the site and is seeking to deliver an housing with extra care facility. A small parcel of land that forms part of the overall site has come to the market. The Council made a bid to acquire a small parcel of land which would form part of the medical hub site. The offer was rejected and negotiations continue. Discussions continue with NWCCG based on their emerging estates strategy which has been delayed due to Covid-19.
	Owner	Renata Garfoot
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> > 6.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Comments	
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

Local Homes for Local Need

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




Latest Update



31/03/2021

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>A revised version of the Local Plan has been agreed by the Working Party and Cabinet and is being drafted for the next stage of formal public consultation (Reg 19). This is anticipated in Sept 2021 following which the Plan will be submitted for Independent examination. Comments made at Reg 19 stage are considered by the Inspector although the LPA retains the opportunity to suggest further modifications to the Plan through the examination process.</p> <p>The Plan aims to address housing need and demand in full, seeks to minimise the impacts of new developments on Climate Change and the character of the District.</p> <p>A first stage of public consultation on the proposed urban extension at North Walsham commenced on the 24th of May to inform the content of a Development Brief that will be prepared for the site.</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	Stakeholder workshops took place in February and March 2021. A first draft of the housing strategy is now complete and with Stakeholders for further comment.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	★
	Comments	<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"> 1. The Building Research Establishment has completed a report on the condition of housing in the district. 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.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021

		31/03/2021
<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
	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	Identification of actions related to the Housing Strategy development. Propose revised due to date to 30 June 2021..
	Owner	Sonia Shuter
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	
	Comments	Changes to local authority borrowing powers as well as the Council having very limited land holdings means that the business case for establishing a housing company is not considered to be strong. As the Council develops its portfolio of temporary accommodation consideration will be given to the most appropriate vehicle in which to hold and manage this stock.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<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	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). Two properties have been purchased and the remaining two are due to complete by the end of April. Cabinet have agreed the use of £500,000 underspend to purchase further units, one Flagship disposal unit has been identified.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance	
	Comments	8/4/21 February Cabinet approved a loan to Homes for Wells to allow the purchase of four properties to be rented to key workers. This loan establishes a model that the Council can use to support housing associations deliver affordable homes in the district.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	28/02/2021

<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	
	Comments	The actions to deliver this will form part of the housing strategy which is due to complete in June 2021. Completion date for this action moved from February to June 2021.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	
	Comments	Regular dialogue with Flagship allows early identification of disposals. Purchase of one property agreed with two more potential purchases. These will be for use as temporary accommodation.
	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 achieved practical completion in March and the rented and shared ownership homes are currently being advertised. We are looking for other sites with possibilities in North Walsham, Stalham and Wells under consideration.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024


Boosting Business Sustainability and Growth

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The Draft Plan includes a range of policies supporting all aspects of business growth including tourism, retailing, delivering growth on designated employment sites and supporting the expansion of existing businesses.
	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. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the position of the report is reviewed in June, when potentially there may be further easing of restrictions which will open up more elements of the local economy
	Owner	Stuart Quick
	Stage	Parked
	Start Date	04/02/2020
	Due Date	30/06/2021
<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
	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, in collaboration with other Norfolk local authorities, the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021

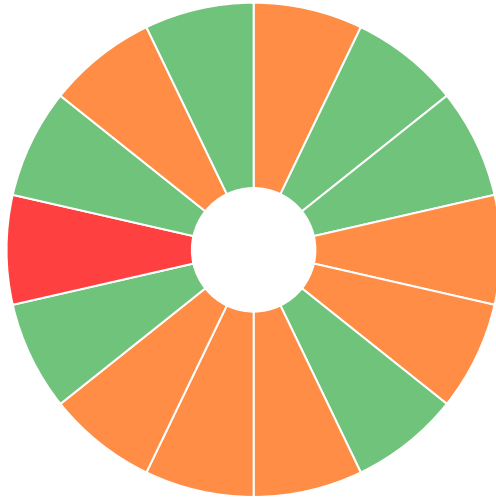
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	
	Comments	The focus of the Economic Growth Team has predominantly on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. 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	Parked
	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		Parked
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 created a natural hiatus in the immediate promotion of North Norfolk, in accordance with national restrictions to which people were asked to stay local. However, a 'North Norfolk Uncovered' campaign started in April. For the first couple of months this has carried the Visit Britain theme, 'Escape the Everyday' so we can tie into the national marketing platform.</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance
Comments		The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we are presently further engaged in delivering a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement.
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	Delayed due to Covid-19 pandemic. The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response activity.
	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 and is now actively working with businesses to support young people into employment
	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	Matthew Stembrowicz
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021

Customer Focus






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

Latest Update



		31/03/2021
<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	Parked
	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	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 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. This has been rescheduled once the customers services strategy and charter has been approved therefore due date has been moved from July to end of September
	Owner	David Williams
	Stage	Not Started
	Start Date	04/05/2020
	Due Date	30/09/2021

31/03/2021

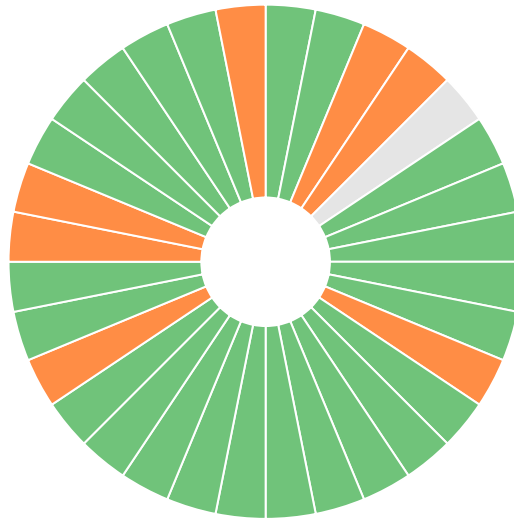
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	The Customer Charter has not yet been developed or adopted so no monitoring of implementation can take place yet. The due date has been amended accordingly.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance	
	Comments	Progress continues with a number of projects. These include web forms to support the new waste contract, a Council Wide Customer satisfaction survey webform. The transition of the on-line payments system to GovPay is now completed which will simplify and standardise customer on-line payments.
	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 CLT. Deferred during 2021 due to Covid-19. Proposals to undertake survey in March 2022 to be developed so the survey can be conducted in quarter 1 2022.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 31 December 2021. The completion date for this action has been reset to 31 March 2022.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	The scope and responsibility for this area of the Council's work is currently under review as a result of the re-structuring and Covid-19. This will now be revisited as part of the Council's Covid-19 recovery plan.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	29/06/2021

<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	★
	Comments	The Town and Parish Council Forum is now moving to a 'remote/virtual' format with a meeting scheduled for 24th May 2021. It is then intended that these will move forwards on a quarterly basis.
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/09/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	▲
	Comments	Delayed due to Covid-19.
	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	★
	Comments	An Environmental Forum is due to be held on the 23rd April 2021
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	●
	Comments	
	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	★
	Comments	The Communications Plan has been approved and the communications team has accordingly devised new content and new audience figure objectives for the Council's social media channels. We have also agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

Climate, Coast and the Environment

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	Work has started to re-commence the Environment Forum events and a list of organisations and stakeholders who may be keen to work with the Council is being formulated. In the next few months an engagement plan will be developed
	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	Charter was presented to Cabinet on the 10th May following public and internal consultation.
	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	Environment Forum presented the Charter to the delegates and explained ways in which the public could support the Council on it's journey towards a low-carbon future
	Owner	Annie Sommazzi
	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	Awareness of environmental challenges has been addressed via the Council's Environment Forum. Ongoing discussions are taking place between stakeholders and partners about how to disseminate information regarding the environmental challenges faced across the District. The due date of 30 June 2021 has been removed because this action is an ongoing piece of work throughout the period of the Corporate Plan.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	
	Comments	n/r
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	A key objective of the new Local Plan is to manage the impacts of development on climate change and ensuring that the growth proposed is climate resilient. Policies relating to minimising flood risk, minimising risks associated with coastal erosion, controlling the location of development to limit unnecessary travel, and a comprehensive set of building construction standards lie at the heart of the strategy and respond to the Council's declaration of a Climate Emergency.
	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	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	Draft report received April 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	The newly appointed Environmental Policy Officer has requested to have input into this section of the committee report template. It is hoped that the revised template will be finalised shortly to reflect this input and agreed by Senior Management and Members. The due date for this has been amended from November 2020 to May 2021 to allow the newly appointed Environmental Policy Officer to be established in post.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	24/05/2021

<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	<p>Baseline carbon emissions data has been completed by the Carbon Trust. This is a key milestone and piece of work as it will feed into the Action Planning work that the team are starting to develop.</p> <p>The draft Environmental Charter has been shared with 90 staff and Members Across the Council and is due to be taken to Overview and Scrutiny committee on the 23rd April and Cabinet on the 10th May</p> <p>The due date from this project has been moved from the 31st December 2020 to 14th December 2023 (end of Environmental Policy Officer contract) to reflect the ongoing nature of this workstream.</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	●
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	The Head of Coastal Partnership East is developing business case themes to assist delivery of key priorities to be presented to the Coastal Partnership East Board by the autumn of 2021.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	Anglia Coastal Monitoring Programme funding confirmed for one year and discussions are ongoing regarding the analysis of data. UEA research secondment in place to develop an understanding of coastal climate impacts evidence base. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set

		31/03/2021
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	An expression of interest for the Innovative Resilience Fund has been successful. This £8m project will be developed further to outline a business case to be submitted to the project governance process. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	★
	Comments	An expression of interest for the Innovative Resilience Fund has been successful. This £8m project will be developed further to outline a business case to be submitted to the project governance process. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan. Reply
	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	Maintenance of coastal assets has continued over the last quarter and this has been supplemented by a response to assist with clearing windblown sand where required. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	Submitted a response to the DEFRA winter floods consultation. Engaged with the LGA Coastal SIG and Coastal Groups Network in developing action plans to support the EA flood and coastal Erosion Risk Management Strategy.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data	Performance	★
	Comments	This is an ongoing piece of work that will continuously be developed over the next few years.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023

		31/03/2021
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	The due date for this project has been moved from the 31st December 2020 to 31st May 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	This is an ongoing piece of work that will continuously be developed over the next few years - various community planting schemes have already been developed and delivered.
	Owner	Annie Sommazzi
	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	NNDC have now planted 20,000 trees, have approximately another 40,000 trees worth of project in the pipeline and are working with some major stakeholders on tree planting initiatives.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	●
	Comments	Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Councils Holt Road offices during 2020/21. A scheme was proposed in North Walsham but sufficient power supply was identified as being a problem so alternative locations in the town are being identified.
	Owner	Russell Tanner
	Stage	In Progress
	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	Works are ongoing. Feasibility and options for future locations to be discussed with the Environmental Policy Officer. Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021

		31/03/2021
<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 policies requiring all new dwellings and commercial schemes where vehicles are parked to include EV charging points.
	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	Due date amended from January 2021 to June 2021.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<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 and forms part of the overall Environmental Charter content
	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	Scott Martin
	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	<p>We continue to discuss with Serco, the opportunities for additional services such as the collection of waste electrical items from the kerbside and the re-use of good quality bulky items (furniture etc.) rather than the disposal. The introduction of these has been problematic due to the covid situation.</p> <p>We are also actively pursuing opportunities for electric vehicles as part of the Serco fleet and orders have now been placed for a number of such vehicles to be deployed on the contract.</p> <p>Due date has been removed as this activity will continue throughout the life of the corporate plan.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set

<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance Comments Owner Stage Start Date Due Date	★ During quarter four we have supported the opening of a new community fridge in Sheringham and good progress has been made with another for Stalham. These initiatives can assist in the overall reduction of waste. Sites have been identified for trials of new style recycling bins for flats and/or other communal bin areas. These trials will be rolled out during the next quarter and are designed to improve the capture of recyclable materials that are currently going into residual waste and also reduce contamination of the recycling bins. Due date has been removed as this activity will continue throughout the life of the corporate plan. Scott Martin In Progress 01/04/2020 not set
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance Comments Owner Stage Start Date Due Date	✓ Scott Martin Completed 01/06/2020 31/12/2020

<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	<p>During quarter fur we have supported the opening of a new community fridge in Sheringham and good progress has been made with another for Stalham whcih should open in the next couple of months. These initiatives can assist in the overall reduction of waste.</p> <p>We also supported the very first WRAP Food Waste Action Week 1 – 7 March, through social media channels also and linking with Food Savvy (hubbub and Norfolk & Suffolk food waste initiative). Covid Lockdown prevented further 'on the ground' work such as roadshows that would have otherwise been useful to promote the initiative. Through linking to the FOOD SAVVY Norfolk and Suffolk campaign, we encouraged people to share their tips and stories and also promoted home composting for the unavoidable food waste such as vegetable peelings.</p> <p>Community Fridges also used the resources on their social media pages and we intend on continuing to use the message 'Wasting Food Feeds Climate Change' at all the Community fridges to de-stigmatise their intention as a place to share food and divert from waste, rather than the widely held perception of a Foodbank.</p> <p>Sites have been identified for trials of new style recycling bins for flats and/or other communal bin areas. These trials will be rolled out during the next quarter and are designed to improve the capture of recyclable materials that are currently going into residual waste and also reduce contamination of the recycling bins.</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	<p>The North Norfolk element of this contract has now achieved accreditation to ISO 14001 in respect of the Environmental Management System.</p> <p>There have been some delays to the implementation of the carbon reduction measures to the depot buildings, predominantly related to Covid19 impact but work on these should now proceed as lockdown restrictions ease.</p> <p>Eight all electric small vans have been ordered for the Supervisor and Toilet Cleaner roles following the identification of new vehicles to the market which had sufficient range to meet the contract specification requirements. Serco are also in discussion with NNDC around the installation of charging points in key locations to ensure that vehicles can be charged during the day to extend the range further.</p> <p>Officers have applied through Serco to trial an all-electric 16t tail lift lorry with a view to deployment across bin delivery and bulky waste collections within NN and across the wider contract and this will inform Serco's approach locally and nationally.</p>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/04/2022






Quality of Life

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars – a condition survey has been produced to identify the costs of restoring the building to habitable use.. A scoping option report has been completed following a workshop held with elected members and stakeholders to agree a preferred 'office type' use for the listed buildings. • A landscape design consultant team, led by Influence Environmental Ltd, has been appointed to design, develop and oversee the community engagement and construction phase of the town centre placemaking • A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces • A separate funding application has been submitted and approved by Historic England. The funding is awarded to an independent Cultural Consortium and will deliver cultural programming to complement the main HSHAZ scheme.
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

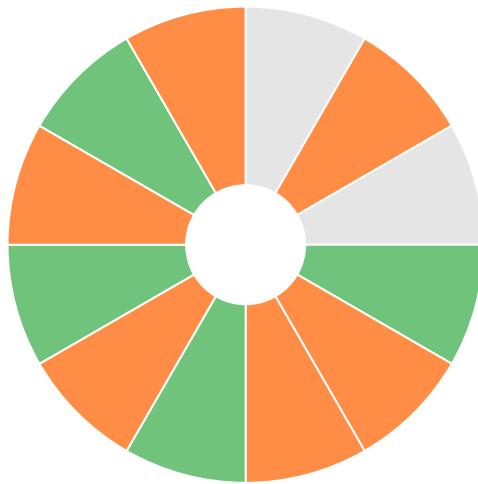
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	The due date was amended from 1 March 2020 to 31 December 2021 to reflect the expansion of the scope of this action.
	Owner	Sonia Shuter
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	The demolition of Splash is now complete and finalisation of the landscaping/Car Park of the Reef has now been brought forward to the end of August 21. The budget position remains unchanged. A communication and marketing campaign is being developed with Everyone Active in the lead up to the opening of the new facility to promote its role in helping people to maintain their health and fitness.
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021
<input checked="" type="checkbox"/> 5.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events	Performance	
	Comments	We are expecting to tender these works during June, works will commence following the tender process and subject to budget confirmation.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	
	Comments	Tenders have been accepted to provide new public toilets at Stearmans Yard, Wells and Queen's Road, Fakenham.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	
	Comments	All Green Flags retained in 2020/21.and we are awaiting the results for 2021/22.There was an expectation that all blue flags would be retained. Since the end of March we have received notification that for 2021 Blue Flags have been awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set





<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	It has been decided to postpone until 15 May 2022. This is due to Covid restrictions, and the un certainty of being able to organise the event under the current restrictions.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022
<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	●
	Comments	<p>Continual monitoring and sharing funding opportunities to support a range of projects with impact QoL. QoL survey is yet to be undertaken however ongoing work continues to support community partnerships and collaborative projects.</p> <p>Funding and support is ongoing for several other QoL objectives such as:</p> <ul style="list-style-type: none"> • North Walsham HAZ – Secured £90,000 funding from HE and ACE for the cultural programming (announcement embargoed until May) with equal match funding being secured from in-kind and other grants and sources. Produced a community engagement plan and delivery strategy. Continually exploring funding opportunities additional funding for other programme strands. • Cromer Pier and Pavilion programme of events – Several external funding opportunities have been identified and shared with the Pavilion Theatre. TSSG funding was awarded to support the Strictly Variety Xmas Show. • Identifying and sharing potential funding to support Blue and Green Flag sites including exploring funding for the development of a sensory garden in Holt country park. Also leading on development of Deep History Coast initiative improving the understanding and accessibility of our coast and its historic importance, including; building better partnership working with NMS and developing an associated learning programme, sponsoring the 2022 Break GoGo discover Art Trail, developing a new visitor leaflet and working with local business to utilise the DHC promotional brand to meet the health and wellbeing needs of the local community and attract visitors to the area. • Mammoth Marathon- Leading on the charity partnerships and supporting development of corporate sponsorship
	Owner	Laura Blackwell
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review	Performance	★
	Comments	
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020

Financial Sustainability and Growth

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	
	Comments	n/r
	Owner	Lucy Hume
	Stage	Not Started
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience policy	Performance	
	Comments	Tenders have been accepted to provide new public toilets at Stearmans Yard, Wells and Queen's Road, Fakenham.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	
	Comments	n/r
	Owner	Lucy Hume
	Stage	Not Started
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	
	Comments	There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	
	Comments	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"/> 6.2.1 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.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021

<input checked="" type="checkbox"/> 6.2.2 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, this area will however be considered for the following financial year.
	Owner	Duncan Ellis
	Stage	Parked
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	Briefing meeting to be undertaken to enable Estates to move forward with this priority
	Owner	Renata Garfoot
	Stage	Parked
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	✔
	Comments	Part of the project is moving forward with a specialist developer who has acquired part of the site and is seeking to deliver an housing with extra care facility. A small parcel of land that forms part of the overall site has come to the market. The Council made a bid to acquire a small parcel of land which would form part of the medical hub site. The offer was rejected and negotiations continue. Discussions continue with NWCCG based on their emerging estates strategy which has been delayed due to Covid-19.
	Owner	Renata Garfoot
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Comments	
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	★
	Comments	Works are ongoing. Feasibility and options for future locations to be discussed with the Environmental Policy Officer. Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance	●
	Comments	This is an ongoing piece of work that will be informed by the Action Plan which is currently in development.
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021

Performance achieving targets

Key Performance Indicators

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

		Mar 2021
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	!
	Actual (Period) (YTD)	14,660.20
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Russell Tanner
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Organisational Resources ■ 5 - Quality of Life
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Actual (Period) (YTD)	0
	Target (YTD)	1
	Direction of change (YTD)	✗
	Owner	Russell Tanner
	Comments	One facility due to be delivered in 2020/21. Contract recently awarded for Stearmans Yard, Wells and Queen's Road, Fakenham for delivery in 2021/22.
	Objective/ Department	<ul style="list-style-type: none"> ■ Organisational Resources ■ 5 - Quality of Life
CS 001 Number of complaints	Performance (YTD)	★
	Actual (Period) (YTD)	280
	Target (YTD)	451
	Direction of change (YTD)	✗
	Owner	Jane Wisson
	Comments	Due to inclement weather conditions and the ongoing Covid 19 pandemic some services have found that they have seen an increase in complaints during certain short periods during the year. This has seen an increase in complaints for Council Tax due to significant additional workloads during the fourth quarter period whilst responding to and administering the Governments various grant schemes to support businesses forced to close due to the pandemic which impacted upon their usual processing speeds. The bad weather recently also meant additional complaints around missed bins for the EHO service.
	Objective/ Department	<ul style="list-style-type: none"> ■ Customer Service Improvement ■ 3 - Customer Focus
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Annie Sommazzi
	Comments	The most recent figure available at present is 6,633 tonnes for 2018/19.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 4 - Climate, Coast and the Environment

		Mar 2021
EC 002 Number of trees planted	Performance (YTD)	!
	Actual (Period) (YTD)	12,675
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Annie Sommazzi
	Comments	NNDC have now planted 20,116 trees, have approximately another 40,000 trees worth of project in the pipeline and are working with some major stakeholders on tree planting initiatives.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 4 - Climate, Coast and the Environment
EG 011 Number of businesses supported	Performance (YTD)	★
	Actual (Period) (YTD)	912
	Target (YTD)	200
	Direction of change (YTD)	↕
	Owner	Stuart Quick
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 2 - Boosting Business Sustainability and Growth
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	410
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ People Services
HS 001 Number of affordable homes built	Performance (YTD)	★
	Actual (Period) (YTD)	108
	Target (YTD)	100
	Direction of change (YTD)	↕
	Owner	Nicky Debbage
	Comments	Outturn for 2020/21 is 108 affordable homes. This is above the 100 target but considerably lower than the start of year forecast, this is due to a number of schemes slipping into 2021/22
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	●
	Actual (Period) (YTD)	102,453
	Target (YTD)	103,625
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environmental and Leisure Services

		Mar 2021
LE 015 Number of Blue Flag beaches	Performance (YTD)	★
	Actual (Period) (YTD)	6
	Target (YTD)	6
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Since the end of March we have been awarded six Blue Flags again for 2021.
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environmental and Leisure Services
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Actual (Period) (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	All Green Flags retained in 2020/21.awaiting results for 2021/22.
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environmental and Leisure Services
NN 001 Affordability indicator - ratio of median house price to median gross annual earnings	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Nicky Debbage
	Comments	2020/21 data not available, due March 2022. The ratio for 2019/20 was 9.53.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
PP 001 Number of new homes built of all tenures	Performance (YTD)	★
	Actual (Period) (YTD)	481
	Target (YTD)	420
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Planning ■ 1 - Local Homes for Local Need

		Mar 2021
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	158
	Target (YTD)	
	Direction of change (YTD)	↑x
	Owner	Bob Wade
	Comments	The number has decreased from 174 on 31 March 2020 to 151 on 31 March 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. A new Housing strategy will include this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long term empties back into use via the corporate Enforcement board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	537
	Target (YTD)	
	Direction of change (YTD)	↑x
	Owner	Bob Wade
	Comments	The number has decreased from 629 on 31 March 2020 to 546 on 31 March 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. A new Housing strategy will include this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long term empties back into use via the corporate Enforcement Board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning

Performance Focus

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



Latest Update

		Mar 2021
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	▲
	Actual (Period) (YTD)	66.67
	Target (YTD)	80.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
	Comments	New licences commenced as at 01/04/2021 and will show in the next reporting period.
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	44.10
	Target (YTD)	5.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
	Comments	Year end data to be confirmed. The team continues to monitor debts in accordance with debt recovery policy and is actively pursuing debts with tenants..
EG 010 Number of businesses engaged via business support events	Performance (YTD)	▲
	Actual (Period) (YTD)	64
	Target (YTD)	200
	Direction of change (YTD)	↕✓
	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 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	36.95
	Target (YTD)	80.00
	Direction of change (YTD)	↕✗
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response.

		Mar 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	36.90
	Target (YTD)	80.00
	Direction of change (YTD)	↕
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Actual (Period) (YTD)	57.5
	Target (YTD)	41.0
	Direction of change (YTD)	↕
	Owner	Jeny Carroll
	Comments	
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	▲
	Actual (Period) (YTD)	0
	Target (YTD)	525
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	▲
	Actual (Period) (YTD)	0
	Target (YTD)	1,024
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	▲
	Actual (Period) (YTD)	0
	Target (YTD)	60
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 013 Income from events organised at Country Parks	Performance (YTD)	▲
	Actual (Period) (YTD)	0.00
	Target (YTD)	4,760.00
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.







This report does not contain any data

All other management performance measures

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



Latest Update

		Mar 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	
	Actual (Period) (YTD)	81.82
	Target (YTD)	85.00
	Direction of change (YTD)	→
	Owner	Renata Garfoot
	Comments	Currently seeking tenants for new units purchased Dec 20. Land previously used as a compound vacant. All other industrial buildings occupied.
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	
	Actual (Period) (YTD)	78.21
	Target (YTD)	78.00
	Direction of change (YTD)	↯
	Owner	Renata Garfoot
	Comments	Those units that are currently vacant require works to make them lettable, the team is actively seeking tenants to occupy these units.
AS 005 Rate of Return - Industrial	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available.
AS 006 Rate of Return - Retail	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available to update this measure.
AS 007 Percentage of assets that have a Stock Condition Survey rating of A-B	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available.
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	
	Actual (Period) (YTD)	100.00
	Target (YTD)	100.00
	Direction of change (YTD)	→
	Owner	Lucy Hume
	Comments	There were no priority 1 recommendations due on or before 31 March 2021.

		Mar 2021
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	★
	Actual (Period) (YTD)	90.00
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit team.
AU 004 Percentage of audit days delivered	Performance (YTD)	★
	Actual (Period) (YTD)	100.00
	Target (YTD)	100.00
	Direction of change (YTD)	↕
	Owner	Lucy Hume
	Comments	
BC 001 Building Control income (£)	Performance (YTD)	●
	Actual (Period) (YTD)	349,262.00
	Target (YTD)	379,992.00
	Direction of change (YTD)	↕
	Owner	Stuart Tate
	Comments	
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	12.67
	Target (YTD)	20.00
	Direction of change (YTD)	↕
	Owner	Trudi Grant
	Comments	The service has continued to process applications for Housing Benefit and Council Tax Support promptly. Our target to make a decision on a new application for benefits is 21 days. In March our average time to process new claims was 12 days and for the year our average was 13 days. The service is pleased to continue to perform well and within targets despite the significant increase to the number of applications over the last year.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	★
	Actual (Period) (YTD)	10.00
	Target (YTD)	14.00
	Direction of change (YTD)	↕x
	Owner	Trudi Grant
	Comments	



		Mar 2021
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	!
	Actual (Period) (YTD)	564
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	This is the yearly indicator reported in October each year to Government and the figures have decreased from 572 in October 2019 to 564 in October 2020. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. This work has reduced because of the extra work created by the pandemic eg business grant work. The figures are based on what council tax data has been processed to date and it should be noted that there are backlogs currently in this service area which will affect these figures reported.
CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	0.00
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	●
	Actual (Period) (YTD)	9.11
	Target (YTD)	10.00
	Direction of change (YTD)	↗
	Owner	Stuart Harber
	Comments	
CS 006 Percentage of customers who were quite / extremely satisfied- helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/p	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.



		Mar 2021
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	➔
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	➔
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	82.93
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Owner	Phillip Rowson
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.77
	Target (YTD)	10.00
	Direction of change (YTD)	✔
	Owner	Phillip Rowson
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	15
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Phillip Rowson
	Comments	
EG 001 Number of new jobs created	Performance (YTD)	!
	Actual (Period) (YTD)	215
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	
EG 004 Number of VAT registered businesses	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. 2019/20 number of businesses 4,955.



		Mar 2021
EG 006 Business Expansion / land developed / premises filled (sqm)	Performance (YTD)	!
	Actual (Period) (YTD)	47,290
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	
-> EG 007 Number of visitors to North Norfolk	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. The latest figure available is for 2019/20 - 9,919,200.
-> EG 008 Value of visitors in North Norfolk (£)	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. The latest figure available is for 2019/20 - £528,931,378.
EG 009 Grants awarded (£)	Performance (YTD)	★
	Actual (Period) (YTD)	58,500,323.38
	Target (YTD)	0.00
	Direction of change (YTD)	↕
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	★
	Actual (Period) (YTD)	80.43
	Target (YTD)	80.00
	Direction of change (YTD)	↕x
	Owner	Emily Capps
	Comments	
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	21
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	168,647.16
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Sonia Shuter
	Comments	

		Mar 2021
HO 001 Number of people on the housing waiting list - total	Performance (YTD)	!
	Actual (Period) (YTD)	2,894
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,867
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	1,981
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	476
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Actual (Period) (YTD)	5.90
	Target (YTD)	6.00
	Direction of change (YTD)	↕
	Owner	James Claxton
	Comments	Target achieved for quarter and for year. Significant improvement when compared to last year's figures.
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	172
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	86
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	

		Mar 2021
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	83
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	42,697
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website	Performance (YTD)	!
	Actual (Period) (YTD)	46,039
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Rob Holmes
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	329,651.00
	Target (YTD)	72,000.00
	Direction of change (YTD)	↕
	Owner	Cara Jordan
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Actual (Period) (YTD)	82.31
	Target (YTD)	90.00
	Direction of change (YTD)	↘
	Owner	Cara Jordan
	Comments	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	75.93
	Target (YTD)	60.00
	Direction of change (YTD)	↘
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	10.00
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	

		Mar 2021
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	0
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)	Performance (YTD)	
	Actual (Period) (YTD)	737,155.00
	Target (YTD)	801,504.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	5,019
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	
	Actual (Period) (YTD)	98.01
	Target (YTD)	98.40
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	The provisional council tax collection figure of 97.99% has now been confirmed as 98.01% as part of the QRC4 Government Return. This collection is below the target set of 98.4% for 2020/21 because of the covid19 support provided including decisions to stop taking recovery action ahead of courts and Enforcement Agents being cancelled by government. A soft reminder process was set up in August 2020 to start contacting customers regarding outstanding council tax. The first court of the financial year was held in November 2020. It is expected that recovery may take up to three years to recover from this as it becomes harder to collect each year with debtors having more to pay over a shorter timescale.

		Mar 2021
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	
	Actual (Period) (YTD)	98.41
	Target (YTD)	99.10
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	The provisional Non-Domestic (Business) Rates (NDR) collection figure of 98.37% has now been confirmed as 98.41% as part of the QRC4 Government Return. This collection is below the target set of 99.1% for 2020/21 because of the covid19 support provided including decisions to stop taking recovery action ahead of courts and Enforcement Agents being cancelled by government. A soft reminder process was set up in August 2020 to start contacting customers regarding outstanding NDR. The first court of the financial year was held in November 2020. It is expected that recovery may take up to three years to recover from this as it becomes harder to collect each year with debtors having more to pay over a shorter timescale.

		Apr 2021
EG 003 Non-Domestic (Business) Rates Base (total number of properties)	Performance (YTD)	
	Actual (Period) (YTD)	7,901
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	