

Managing Performance

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NORTH
NORFOLK
DISTRICT
COUNCIL

Managing Performance

Quarterly Report Chief Executive's Overview

Despite the context which the Council has operated in over the period July – September 2021 – ie the lifting of COVID social distancing restrictions in England from 19 July whilst overseas travel for holidays remained restricted such that many UK residents took "staycation" holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report.

Despite the context which the Council has operated in over the period July – September 2021 – ie the lifting of COVID social distancing restrictions in England from 19 July whilst overseas travel for holidays remained restricted such that many UK residents took "staycation" holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report.

1 Local Homes for Local Need

- At its meeting of the 5 July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.
- Subsequent to the adoption of the new Housing Strategy reports have been approved by Cabinet for a Restructure of the People Services group of services to provide better and more joined up advice and outcomes to some of the most vulnerable of the District's residents focussing on their housing and support needs. The Council has also completed the purchase of two further units of temporary accommodation and secured grant funding from the DLUHC for the provision of an additional unit of accommodation for a rough sleeper / street homeless person and having secured planning consent for the unit works to create the unit will now be taken forward over the period to March 2022.
- During the quarter 97 households on the Council's Housing List have been housed up from a figure of 88 households for Qtr 1 and 89 new affordable homes have been completed during the first two quarters of the 2021/22 reporting year.
- Strong progress has continued to have been made during this quarter in the preparation of the new North Norfolk Local Plan which will deliver objectives under the Local Homes for Local Need; Boosting Business Growth and Sustainability; climate, Coast and the Environment and Quality of Life themes of the Corporate Plan – with progress on track to move forward with the Regulation 19 consultation in January 2022.

2 Boosting Business Growth and Sustainability

- Much work of the Economic Growth Team over the period July – September 2021 has been on supporting local recovery as part of Step 4 of the Government Road Map where the last of the COVID social distancing restrictions were lifted. This meant that the District's tourism and hospitality businesses could fully re-open

and many have enjoyed a busy summer accommodating and hosting large numbers of staycation visitors. Whilst some businesses have seen labour supply / availability issues, many tourism-based businesses have recorded strong volumes of business during the July – September period.

- The focus of the Economic Growth Team has continued to be the administration of Government COVID grant schemes, with the Council's success in this respect being recognised by the Government making a further £760,000 available to the Council to operate an extended Discretionary Business Recovery and Resilience Grant scheme launched on 27 September; and in being awarded the Public Finance Digital Project of the Year Award for its efficient processing of over £126million of COVID grant monies over the past 18 months.
- As the national and local economy looks to recover and build back from COVID, the Economic Growth Team's focus is now on developing a new Economic Growth Strategy for the District based on the District's underlying economic strengths whilst addressing the challenges of labour supply and availability, climate change and serviced land and premises. This strategy will be presented to Cabinet by March 2022.

3 Customer Focus

- Significant work was undertaken during this quarter on developing and finalising a new Customer Services Strategy which was agreed by Cabinet at its meeting of the 4 October and will now be rolled out across the Council supported by new processes and staff training.
- Significant progress has been made over this quarter in taking forward actions detailed in the Communications Strategy adopted earlier in the year with strong growth being seen across the Council's social media channels and through the use of video stories to deliver key messages on the Council's service delivery. Significantly the Council's Facebook followers have grown from fewer than 4500 followers in October 2020 to almost 7000 in October 2021 (i.e. 58.9%).

4 Climate, Coast and the Environment

- Work has progressed over the quarter with Net Zero East in undertaking an audit of the Council's carbon footprint which will move on to inform the preparation of a Carbon Reduction Strategy and Action Plan to be presented to Cabinet in early 2022.
- Continued monitoring has been undertaken of the Bacton / Walcott Sandscaping Scheme to assess its performance against original project projections and a mitigation strategy developed to understand the impacts of wind-blown sand arising from this pilot scheme. Remediation measures to try and reduce the impact of wind-blown sand are to be discussed with local residents and parish councils and implemented over the autumn period.
- Work has been completed to install the final Electric Vehicle Charging Points at North Walsham, subject to UKPN connections, approved under the Council's OLEV funded project – where the Council has shown clear community leadership in the provision of such infrastructure on a number of the Council's public car parks to encourage purchase and use of electric vehicles by local residents and importantly tourist visitors to the District. The Council is monitoring levels of use and has proposals to deliver more of such units, subject to supply capacity being available through the local electricity distribution network to allow fast or rapid charging.

5 Quality of Life






- An extensive programme of Community Engagement has taken place over the summer months regarding the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme. A Building Repair Grant Scheme has also been launched and tender documents prepared for the restoration of the listed Cedars building as part of that programme.
- As the national COVID social distancing restrictions were lifted on 19 July, the District responded to and supported a busy summer tourism season with very large numbers of staycation visitors and day visits to the District. Despite some caution by visitors for indoor events and attractions, our leisure partner Openwide saw good audience figures for the Seaside Special Show comparable to other theatre audiences across the country and we saw large numbers of visitors to the Council's Blue Flag beaches, with strong appreciation shown and high use recorded of the beach wheelchairs the authority provided at Cromer and Sheringham.
- Work continued throughout the quarter on the final stages of the new Sheringham Leisure Centre, which has subsequently achieved Practical Completion and a date announced for its opening – 30 November 2021. This has taken significant resource in project management by some staff of the Council – capacity which will now be released and can be directed to support other corporate project delivery.

6 Financial Sustainability and Growth

- During this quarter Service Managers have prepared and completed work to support the Zero-Based Budgeting process taken forward during October and November which forms a key element of the 2022/23 budget preparation process.
- Work has also been taken forward to prepare a new Public Convenience Strategy and Investment Plan and a formative review of Car Parking Charges which are also to be considered during Quarter 3 as part of the 2022/23 budget setting process.
- There has been a continued focus by the Revenues Team on Council Tax and NNDR collection with collection rates for both sources of income at or above target levels. Marketing of a number of vacant property assets has also been progressed during the quarter with good levels of interest received and reports being prepared for Cabinet.

Actions and Performance Measure Keys

Actions - key to symbols

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

Measures - key to symbols

Key

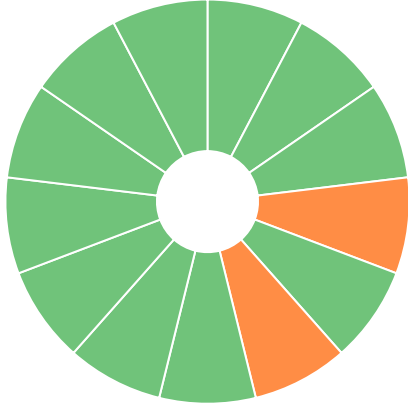
| Performance | Direction of Change |
|--|--|
|  Performance better than target |  Value Increasing (Smaller is Better) |
|  Performance just off target |  Value Decreasing (Smaller is Better) |
|  Performance worse than tolerance |  Value Increasing (Bigger is Better) |
|  No information |  Value Decreasing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

Delivery Plan 2019-2023

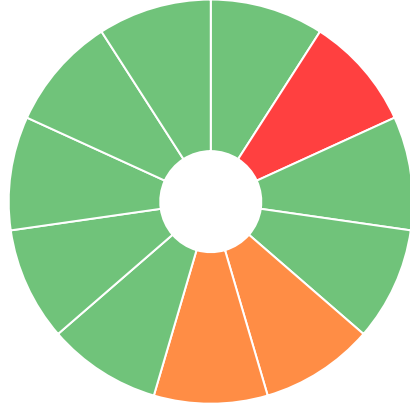


Overview

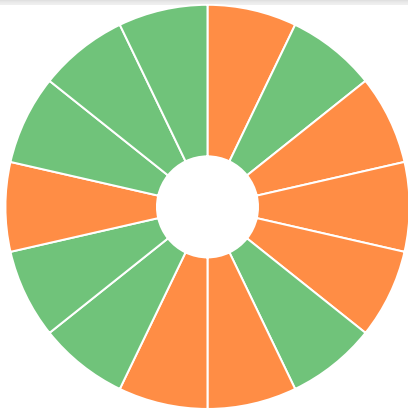
Local Homes for Local Need



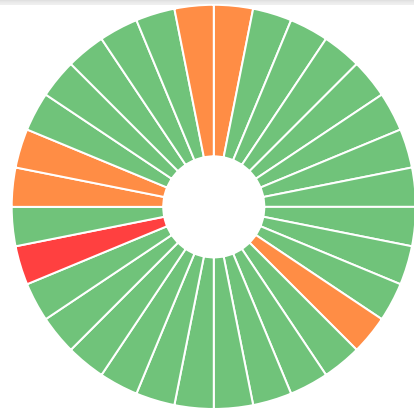
Boosting Business Sustainability and Growth



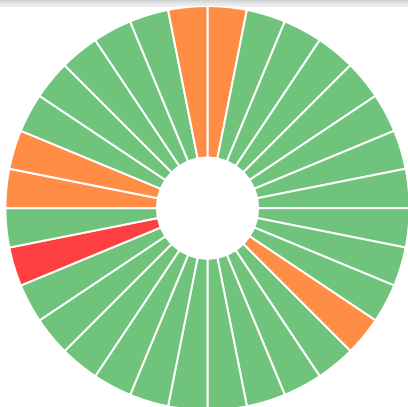
Customer Focus



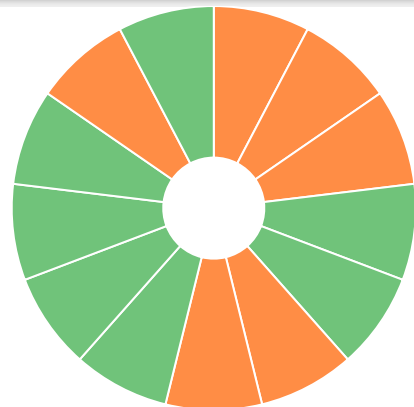
Climate, Coast and the Environment



Financial Sustainability and Growth



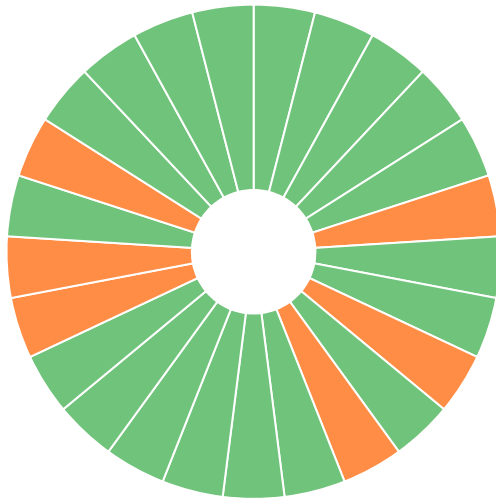
Quality of Life



Key Priorities

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

Latest Update



| | | 30/09/2021 |
|--|-------------|---|
| <input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply | Performance | ★ |
| | Comments | The Planning Policy and Built Heritage Working Party have finalised the Draft Plan. Officers are producing a final version of the Plan which will then be subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented. |
| | 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 | |
| | Owner | Graham Connolly |
| | Stage | Completed |
| | Start Date | 04/02/2020 |
| | Due Date | 30/06/2021 |
| <input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation | Performance | ★ |
| | Comments | 12 units are now in purchased and in use for Temporary Accommodation, or interim accommodation for ex-rough sleepers. Purchase is underway for a further unit and the Council successfully bid for further grant to convert a space currently used for storage into a further unit. This will bring the total to 14 units. Proposals to reallocate Housing Reserves would allow the purchase of two family homes to be used as TA bringing the total to 16. |
| | 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 meetings are held monthly with Flagship to allow early identification of possible disposals and to identify alternative options. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline). |
| | Owner | Nicky Debbage |
| | 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 full draft Growth Sites Delivery Strategy has been received and is presently being reviewed before moving to the final report stage which is anticipated to be by the end of October 2021. |
| | Owner | Stuart Quick |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/10/2021 |


| | | |
|---|-------------|---|
| <input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses | Performance | ● |
| | Comments | This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support. |
| | Owner | Stuart Quick |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 30/04/2022 |
| <input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism | Performance | ★ |
| | Comments | <p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas.</p> <p>Visit North Norfolk's campaign for September-October is 'Enjoy North Norfolk Without a Car'. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers. A new Deep History Coast film about fossil hunting also went live on 1 October.</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 | Stuart Harber |
| | Stage | Completed |
| | Start Date | 04/02/2020 |
| | Due Date | 31/10/2021 |
| <input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter | Performance | ● |
| | Comments | The Customer Services Charter has been finalised and published, enabling the initialisation of the CS improvement action plan. |
| | Owner | Stuart Harber |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 01/01/2022 |

| | | |
|--|--|--|
| <p>> <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement</p> | <p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> | <p style="text-align: center;">★</p> <p>Following the ratification the Digital Customer Service Improvement plan is being developed. this will incorporate current initiatives such as the continued roll out of additional webforms to encourage and facilitate self service and new improvements to the Contact system to improve telephony and other contact handling across the Council.</p> <p>Sean Kelly</p> <p>In Progress</p> <p>01/06/2020</p> <p>31/03/2022</p> |
| <p>> <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey</p> | <p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> | <p style="text-align: center;">●</p> <p>Stuart Harber</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/03/2022</p> |
| <p>> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy</p> | <p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> | <p style="text-align: center;">★</p> <p>Initial discussions of the Chief Executive and the Leader and Cabinet Portfolio Holder to scope out the project are planned for November 2021. This project will then be allocated to a senior manager to progress.</p> <p>Steve Blatch</p> <p>In Progress</p> <p>02/12/2019</p> <p>31/03/2022</p> |
| <p><input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy</p> | <p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> | <p style="text-align: center;">★</p> <p>Implementation of the Communications Plan continues to progress well, with the marked increase in quality and quantity of video content produced for the Council's digital channels continuing. Audiences for our social media channels continue to grow, with Facebook growth ahead of that achieved on Twitter. A new TikTok Council channel has been launched to continue efforts to engage with some of our younger residents, with whom this channel is popular.</p> <p>The communications team has been producing on average around 80-90 items of content for Facebook in each four-week period and this channel will pass 7,000 page follows imminently (currently 6,946 - up from 4,369 in October 2020, 58.9% annual growth). Audience growth on our Council-owned channels provides more effective engagement with our communities and improved promotional opportunities for Council activities, events and projects.</p> <p>Review of the Council's media protocol for members and officers is on-going and due to be completed and submitted for approval in November.</p> <p>Joe Ferrari</p> <p>In Progress</p> <p>01/06/2020</p> <p>31/12/2021</p> |

30/09/2021

| | | |
|--|---|--|
| <input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan | Performance | ★ |
| | Comments | The Carbon Reduction Strategy and Action Plan is in preparation which will be presented to Cabinet in the next few months. |
| | Owner | Robert Young |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 14/12/2023 |
| | <input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme | Performance |
| Comments | | The planning process for the tree project is complete and has been encompassed through the development of a tree planting strategy which all future tree projects will align with. |
| Owner | | Annie Sommazzi |
| Stage | | Completed |
| Start Date | | 01/06/2020 |
| Due Date | | 31/08/2021 |
| <input checked="" type="checkbox"/> 4.5.4 Tree planting implementation | | Performance |
| | Comments | This piece of work has been encompassed within the tree planting strategy |
| | Owner | Annie Sommazzi |
| | Stage | Completed |
| | 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 | | Waiting for UKPN and meter provider attendance at Bank Loke North Walsham. All other sites at public car parks in the following locations Cromer, Sheringham, Fakenham, Wells, Holt and Cromer Council office car park are now operational. |
| Owner | | Russell Tanner |
| Stage | | In Progress |
| Start Date | | 04/02/2020 |
| Due Date | | 01/11/2021 |
| <input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey | | Performance |
| | Comments | Karen Hill and Emily Capps are putting together a proposal, by the end of 2021, for the portfolio holder to review. Then it will go through the Committee process for approval by 31 March 2022. |
| | Owner | Steve Hems |
| | Stage | Not Started |
| | Start Date | 04/02/2020 |
| | Due Date | 27/08/2021 |
| | <input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy | Performance |
| Comments | | Delayed due to Covid, however, Officers are now looking at how this work is taken forward to reflect the post pandemic environment. |
| Owner | | Steve Hems |
| Stage | | In Progress |
| Start Date | | 04/02/2020 |
| Due Date | | 30/11/2021 |

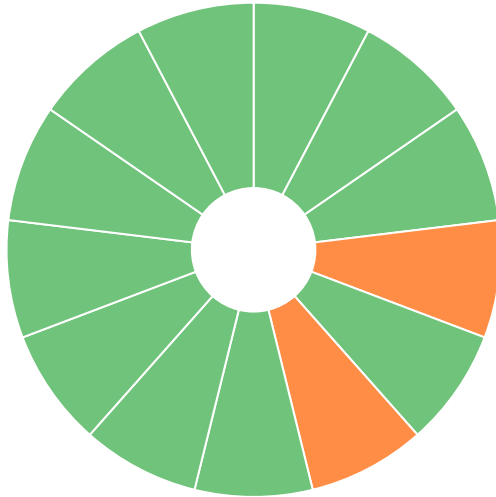
| | | |
|--|---|--|
| <input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme | Performance Comments Owner Stage Start Date Due Date | <p style="text-align: center;">★</p> <p>The programme is progressing as planned. The Place Making work on public realm and highways - a number of events including; face-to-face public meeting with over 600 people taking part, targeted focus group discussions and online surveys. Results are being analysed which will inform the final design proposals. The next step is being considered at Cabinet on 1 November.</p> <p>An invitation to tender has been issued for the Cedars restoration work.</p> <p>The Building Improvement Grant Scheme was launched and over twenty expressions of interest have been received. The cultural programme, which runs alongside the HAZ scheme, is being delivered. A heritage exhibition and poetry performance were delivered.</p> <p>Jenni Jordan</p> <p>In Progress</p> <p style="text-align: center;">04/02/2020</p> <p style="text-align: center;">31/03/2024</p> |
| <input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham | Performance Comments Owner Stage Start Date Due Date | <p style="text-align: center;">●</p> <p>The Leisure Centre did not complete in September due to ongoing issues with materials and labour as previously reported. The Contractor has provided new timeframes for completion and handover in October. The site is being regularly visited by the project team and dates are being monitored. The overrun of the contract does not incur direct costs to the project however the Council will incur indirect costs related to the late opening of the facility as well as a delay in the provision of excellent new swimming and fitness to residents.</p> <p>Kate Rawlings</p> <p>In Progress</p> <p style="text-align: center;">04/02/2020</p> <p style="text-align: center;">19/11/2021</p> |
| <input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status | Performance Comments Owner Stage Start Date Due Date | <p style="text-align: center;">★</p> <p>All Green Flags retained in 2021/22 for Pretty Corner, Holt Country Park and Sadlers Wood. The Blue Flag applications for 2022 will be submitted in January 2022.</p> <p>Karl Read</p> <p>In Progress</p> <p style="text-align: center;">20/06/2020</p> <p style="text-align: center;">not set</p> |
| <input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB) | Performance Comments Owner Stage Start Date Due Date | <p style="text-align: center;">★</p> <p>Operational managers are working on submissions which will be discussed by Cabinet and Management Team in November prior to the budget being set in February 2022.</p> <p>Lucy Hume</p> <p>In Progress</p> <p style="text-align: center;">01/06/2021</p> <p style="text-align: center;">30/04/2022</p> |

| | | |
|--|-------------|---|
| >  6.3.3 Take a strategic approach to commercial development opportunities | Performance | ★ |
| | Comments | <p>The Asset Management Plan has been redrafted to reflect the Councils key priorities and delivery plan in particular reducing carbon emissions from property. Once feedback on the document has been provided, the governance process will commence seeking approval to adopt the document in readiness for April 2022.</p> <p>Following The Beach Hut & Chalet Review 2018 and that service forming part of the Estates team earlier in 2021, an interim assessment of the Review's action plan and pricing strategy was undertaken. The objective of this was to refocus some of the actions and provide recommendations to pricing structure to encourage more bookings out of the usual peak season. Officers are now progressing through the governance process with recommended proposals and will seek to implement these for the 2022 season.</p> |
| | Owner | Renata Garfoot |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/03/2022 |

Local Homes for Local Need

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

Latest Update



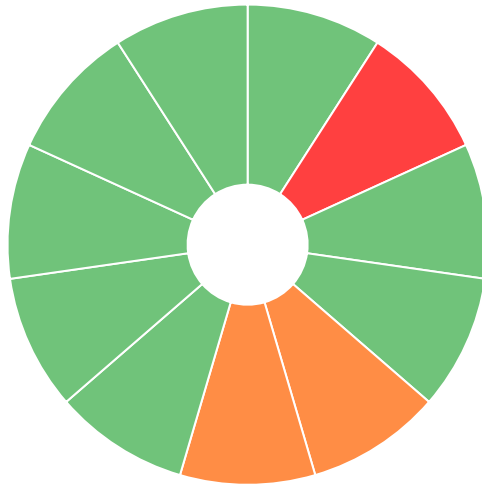
| | | 30/09/2021 |
|--|--|---|
| <input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply | Performance | ★ |
| | Comments | The Planning Policy and Built Heritage Working Party have finalised the Draft Plan. Officers are producing a final version of the Plan which will then be subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented. |
| | 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 | | |
| Owner | | Graham Connolly |
| Stage | | Completed |
| Start Date | | 04/02/2020 |
| Due Date | | 30/06/2021 |
| <input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing | Performance | ● |
| | Comments | The target date for this action has been moved back to 30/9/21. This target will be superseded by the actions included in the Housing Strategy which was agreed by Cabinet on 5th July. This action and target dates will be updated in line with dates in the Housing Strategy Action Plan ahead of the next reporting cycle. |
| | Owner | Nicky Debbage |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 30/09/2021 |
| <input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty | Performance | ● |
| | Comments | The target date for this action has been moved back to 30/12/21. This target will be superseded by the actions included in the Housing Strategy which was agreed by Cabinet on 5th July. This action and target dates will be updated in line with dates in the Housing Strategy Action Plan ahead of the next reporting cycle. |
| | Owner | Nicky Debbage |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company | Performance | ★ |
| | Comments | The Housing Strategy (agreed by Cabinet 5th July 2021) has set new target dates relating to this objective: Agreed objectives for direct delivery/ housing company - October 2021, Update Housing Company business case - December 2021. |
| | Owner | Nicky Debbage |
| | 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 | 12 units are now in purchased and in use for Temporary Accommodation, or interim accommodation for ex-rough sleepers. Purchase is underway for a further unit and the Council successfully bid for further grant to convert a space currently used for storage into a further unit. This will bring the total to 14 units. Proposals to reallocate Housing Reserves would allow the purchase of two family homes to be used as TA bringing the total to 16. |
| | Owner | Nicky Debbage |
| | Stage | In Progress |
| | Start Date | 01/06/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation | Performance | ★ |
| | Comments | The target date for this action has been moved back to align with the Housing Strategy agreed by Cabinet 5th July 201. The new actions agreed in the Strategy are: Raise awareness of shared ownership and other low cost home ownership homes, and Report on mortgage availability and if council itself should become a mortgage lender for shared owners - December 2021. |
| | Owner | Nicky Debbage |
| | 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 meetings are held monthly with Flagship to allow early identification of possible disposals and to identify alternative options. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline). |
| | Owner | Nicky Debbage |
| | 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, most of the rented homes have now been allocated (with all homes due to be occupied by the end of November) and sales of the shared ownership homes are ongoing. A Planning application for a 61 home, all social rent scheme in Stalham has been submitted and we continue to explore other sites with possibilities in North Walsham and Hoveton 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



30/09/2021

| | | |
|--|-------------|---|
| <input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development | Performance | ★ |
| | Comments | The new Local Plan will be subject to public consultation shortly. It includes a range of policies designed to support all aspects of business growth including investment in town centres, expansion of businesses, tourism and supporting new inward investment on designated employment land. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. Formal Independent Examination of the Plan should commence early in 2022. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented. |
| | Owner | Mark Ashwell |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/08/2021 |
| <input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023) | Performance | ▲ |
| | Comments | Delayed due to Covid-19 pandemic. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the due date should be amended to the end of March 2022. |
| | Owner | Stuart Quick |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/03/2022 |
| <input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy | Performance | ★ |
| | Comments | The full draft Growth Sites Delivery Strategy has been received and is presently being reviewed before moving to the final report stage which is anticipated to be by the end of October 2021. |
| | Owner | Stuart Quick |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/10/2021 |
| <input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses | Performance | ★ |
| | Comments | Covid-19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. This includes a Business Impact Survey which was conducted between 12 May and 13 June 2020 which received 319 response. On 20 January, in collaboration with other Norfolk local authorities, the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes. This survey remains ongoing and changes in sentiment are monitored. |
| | Owner | Stuart Quick |
| | Stage | In Progress |
| | Start Date | 01/04/2020 |
| | Due Date | 31/12/2021 |

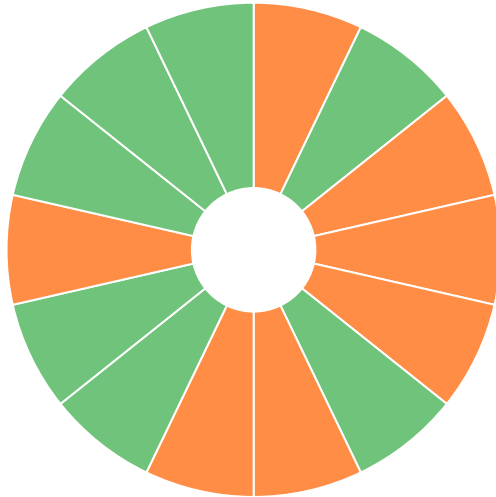
| | | |
|--|---|---|
| <input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses | Performance |  |
| | Comments | The focus of the Economic Growth Team has predominantly been on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. This focus remains as we move on to providing the delivery of a package of support (including grants) utilising the Additional Restrictions Grant top up funding and providing immediate business support as required. |
| | Owner | Stuart Quick |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/01/2022 |
| | <input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses | Performance |
| Comments | | This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support. |
| Owner | | Stuart Quick |
| Stage | | In Progress |
| Start Date | | 04/02/2020 |
| Due Date | | 30/04/2022 |
| <input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism | Performance |  |
| | Comments | <p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas.</p> <p>Visit North Norfolk's campaign for September-October is 'Enjoy North Norfolk Without a Car'. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers. A new Deep History Coast film about fossil hunting also went live on 1 October.</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 Owner Stage Start Date Due Date | ★ 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. Work is also presently being undertaken to work with care sector to deliver a Sector Based Work Programme to provide career pathways into social care. Stuart Quick In Progress 04/02/2020 31/12/2021 |
| <input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth | Performance Comments Owner Stage Start Date Due Date | ★ 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. Stuart Quick In Progress 04/02/2020 31/12/2021 |






Customer Focus

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

Latest Update



| | | 30/09/2021 |
|--|-------------|--|
| <input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey | Performance |  |
| | Comments | The webform to record customer feedback is expected to go live on Wednesday 20th October with a reporting/analysis dashboard available by the end of October. |
| | Owner | Stuart Harber |
| | Stage | Completed |
| | Start Date | 04/02/2020 |
| | Due Date | 30/09/2021 |
| <input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy | Performance |  |
| | Comments | |
| | Owner | Stuart Harber |
| | Stage | Completed |
| | Start Date | 04/02/2020 |
| | Due Date | 31/10/2021 |
| <input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter | Performance |  |
| | Comments | The Customer Services Charter has been finalised and published, enabling the initialisation of the CS improvement action plan. |
| | Owner | Stuart Harber |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 01/01/2022 |
| <input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme | Performance |  |
| | Comments | |
| | Owner | Stuart Harber |
| | Stage | In Progress |
| | Start Date | 04/05/2020 |
| | Due Date | 31/03/2022 |
| <input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter | Performance |  |
| | Comments | A discussion has been started with the lead officer responsible for the implementation of the Customer Service Strategy and Customer Charter to ensure monitoring is integrated into the implementation. No other action has taken place yet. |
| | Owner | Helen Thomas |
| | Stage | In Progress |
| | Start Date | 01/06/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement | Performance |  |
| | Comments | Following the ratification the Digital Customer Service Improvement plan is being developed. this will incorporate current initiatives such as the continued roll out of additional webforms to encourage and facilitate self service and new improvements to the Contact system to improve telephony and other contact handling across the Council. |
| | Owner | Sean Kelly |
| | Stage | In Progress |
| | Start Date | 01/06/2020 |
| | Due Date | 31/03/2022 |

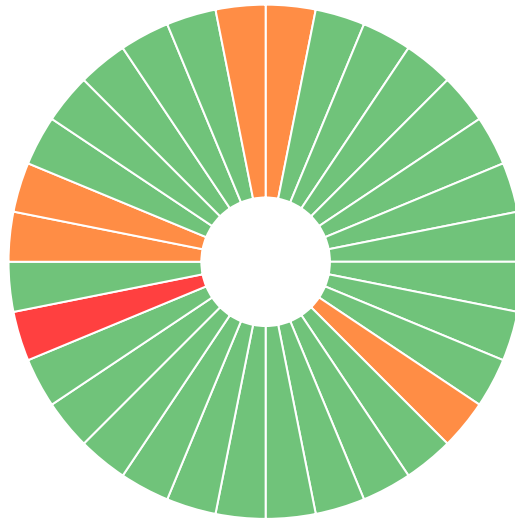
| | | |
|--|-------------|---|
| <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey | Performance |  |
| | Comments | |
| | Owner | Stuart Harber |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/03/2022 |
| <input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere | Performance |  |
| | Comments | <p>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. Whether or not a residents survey could be benchmarked is doubtful as there are few similar local authorities carrying out the LGA survey at the moment to whom we can compare NNDC.</p> <p>An alternative benchmarking approach is being assessed using the LG Inform headline report for local authorities comparing NNDC to our CIPFA nearest neighbours and all district local authorities in the East. Links to these reports have been added to the Council's website and are being considered for regular review at Cabinet and Overview & Scrutiny meetings.</p> |
| | Owner | Helen Thomas |
| | Stage | In Progress |
| | Start Date | 29/05/2020 |
| | Due Date | 31/03/2022 |
| <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy | Performance |  |
| | Comments | Initial discussions of the Chief Executive and the Leader and Cabinet Portfolio Holder to scope out the project are planned for November 2021. This project will then be allocated to a senior manager to progress. |
| | Owner | Steve Blatch |
| | Stage | In Progress |
| | Start Date | 02/12/2019 |
| | Due Date | 31/03/2022 |
| <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. Agreed with the Portfolio Holder to contact schools with the aim of establishing a virtual Youth Council allowing for the impact on schools at present.. |
| | Owner | Emma Denny |
| | Stage | Not Started |
| | Start Date | 01/03/2021 |
| | Due Date | 31/03/2022 |
| <input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams | Performance |  |
| | Comments | |
| | Owner | Rob Holmes |
| | Stage | Completed |
| | 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 | <p>Implementation of the Communications Plan continues to progress well, with the marked increase in quality and quantity of video content produced for the Council's digital channels continuing. Audiences for our social media channels continue to grow, with Facebook growth ahead of that achieved on Twitter. A new TikTok Council channel has been launched to continue efforts to engage with some of our younger residents, with whom this channel is popular.</p> <p>The communications team has been producing on average around 80-90 items of content for Facebook in each four-week period and this channel will pass 7,000 page follows imminently (currently 6,946 - up from 4,369 in October 2020, 58.9% annual growth). Audience growth on our Council-owned channels provides more effective engagement with our communities and improved promotional opportunities for Council activities, events and projects.</p> <p>Review of the Council's media protocol for members and officers is on-going and due to be completed and submitted for approval in November.</p> |
| | Owner | Joe Ferrari |
| | Stage | In Progress |
| | Start Date | 01/06/2020 |
| | Due Date | 31/12/2021 |

Climate, Coast and the Environment





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

Latest Update



| | | 30/09/2021 |
|--|-------------|--|
| <input checked="" type="checkbox"/> 4.1.1 Climate Champions | Performance |  |
| | Comments | This is a long term piece of work which has yet to be fully developed - the website has been updated to be more user friendly, and regular Environment Forums also established, however a full framework that looks into the detail of how to establish 'carbon champions' has yet to be determined. |
| | 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 | n/r |
| | Owner | Annie Sommazzi |
| | Stage | Completed |
| | Start Date | 01/06/2020 |
| | Due Date | 30/06/2021 |
| <input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability | Performance |  |
| | Comments | Environmental and Climate Change related issues will be considered and promoted at Greenbuild with the view to increase awareness of the agenda and shift behaviours. |
| | Owner | Annie Sommazzi |
| | Stage | In Progress |
| | Start Date | 01/06/2020 |
| | Due Date | not set |
| <input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter | Performance |  |
| | Comments | These issues will be considered and discussed at Greenbuild 2021. |
| | 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 | This is an ongoing piece of work - a Carbon Reduction Strategy and Action Plan is currently being developed which will consider ongoing mechanism for monitoring and evaluating the effectiveness of the pledges made within the Environmental Charter |
| | Owner | Annie Sommazzi |
| | Stage | In Progress |
| | Start Date | 20/06/2021 |
| | Due Date | 31/12/2021 |





| | | 30/09/2021 |
|---|-------------|--|
| <input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future | Performance | ★ |
| | Comments | The draft Local Plan has now been agreed by the working party. It includes a comprehensive range of policies to support the transition to a low carbon future including; enhanced energy efficiency standards, reducing car dependency, mitigating the risks from coastal erosion and flooding, electric vehicle charging points and better broadband connectivity. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented. |
| | Owner | Mark Ashwell |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/08/2021 |
| <input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan | Performance | ★ |
| | Comments | The Carbon Reduction Strategy and Action Plan is in preparation which will be presented to Cabinet in the next few months. |
| | 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 | Meeting being arranged in October 2021 with Environmental Policy Officer to finalise wording for the report template. |
| | Owner | Emma Denny |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 30/09/2021 |
| <input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan | Performance | ★ |
| | Comments | This is an ongoing piece of work - a Carbon Reduction Strategy and Action Plan is currently being developed which will consider ongoing mechanism for monitoring and evaluating carbon emissions on an annual basis. |
| | 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 | Applying for Public Sector Decarbonisation Scheme funding to update heating systems in council owned buildings. This funding application will be submitted in November. |
| | Owner | Annie Sommazzi |
| | Stage | In Progress |
| | Start Date | 01/09/2020 |
| | Due Date | not set |

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|--|--|--|
| <input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East | Performance  Comments The CPE vision has been shared with the CPE Operational Officer Group and the CPE Board. The Business Plan is in draft form and is developing and will be progressed through November with wider team input. Progression has slowed due to wider draws on resources. Owner Rob Goodliffe Stage In Progress Start Date 04/02/2020 Due Date 31/12/2021 | |
| <input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers | Performance  Comments Anglia Coastal Monitoring Programme ongoing and discussions ongoing for future monitoring requirements. There is an need for further analysis and this has been highlighted to the Environment Agency. Happisburgh drone survey continues. Sandscaping autumn survey captured and analysis arranged. UEA research secondment progressing and extended for a further six months. Owner Rob Goodliffe Stage In Progress Start Date 04/02/2020 Due Date not set | |
| <input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience | Performance  Comments Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been approved. Work now underway in preparing the Outline Business Case. Owner Rob Goodliffe Stage In Progress Start Date 04/02/2020 Due Date not set | |
| <input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches | Performance  Comments Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been approved. Work underway to prepare the Outline Business Case. Owner Rob Goodliffe Stage In Progress Start Date 04/02/2020 Due Date 31/03/2023 | |

| | | 30/09/2021 |
|--|-------------|--|
| <input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast | Performance | ★ |
| | Comments | Maintenance of coastal assets has continued over the last quarter and a programmed work at Overstrand is due to start late October/early November. Mundesley and Cromer (Phase 2) schemes detailed design is underway and preparation for consenting. Due to shortages in resources at the Marine Management Organisation there are risks around delays in consenting (beyond NNDC/CPE control) which may impact on procurement timeframes and construction start dates. |
| | Owner | Rob Goodliffe |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | not set |
| <input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management | Performance | ★ |
| | Comments | Continued engagement with LGA Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from CPE team. Input into DEFRA Historic Erosion Rates project. Progression of investigations in relation to the coast and climate change through UEA secondment. Progression of Coastal Loss Innovative Funding and Finance Project which seek to provide evidence and information to influence national approach of solutions or at risk residential properties - draft outputs expected later in 2021. |
| | Owner | Rob Goodliffe |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/05/2023 |
| <input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project | Performance | ★ |
| | Comments | A tree planting strategy is being taken to Overview and Scrutiny committee in November 2021 - this strategy outlines the route for the delivery of the 110,000 tree project and outlines the main aims that this scheme will fulfil. |
| | Owner | Annie Sommazzi |
| | Stage | In Progress |
| | Start Date | 01/04/2020 |
| | Due Date | 14/12/2023 |
| <input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme | Performance | ★ |
| | Comments | The planning process for the tree project is complete and has been encompassed through the development of a tree planting strategy which all future tree projects will align with. |
| | Owner | Annie Sommazzi |
| | Stage | Completed |
| | Start Date | 01/06/2020 |
| | Due Date | 31/08/2021 |

| | | 30/09/2021 |
|--|-------------|---|
| <input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support | Performance | ★ |
| | Comments | There are a range of community tree planting projects (Cromer High School, Miyawaki forests, Trunch) taking place across the current tree planting season (October 2021 - March 2022) |
| | Owner | Annie Sommazzi |
| | Stage | In Progress |
| | Start Date | 01/06/2020 |
| | Due Date | not set |
| <input checked="" type="checkbox"/> 4.5.4 Tree planting implementation | Performance | ★ |
| | Comments | This piece of work has been encompassed within the tree planting strategy |
| | Owner | Annie Sommazzi |
| | Stage | Completed |
| | 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 | Waiting for UKPN and meter provider attendance at Bank Loke North Walsham. All other sites at public car parks in the following locations Cromer, Sheringham, Fakenham, Wells, Holt and Cromer Council office car park are now operational. |
| | Owner | Russell Tanner |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 01/11/2021 |
| <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 | There is a wider piece of piece of feasibility work which needs to be undertaken to identify suitable areas across the district for the delivery of EV charging infrastructure. This needs to align with Norfolk wide approaches to the decarbonisation of highway networks as well as with public transport provision. |
| | Owner | Annie Sommazzi |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 30/09/2021 |
| <input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans | Performance | ★ |
| | Comments | The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The plan includes requirements for EV charging points within new developments. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented. |
| | Owner | Mark Ashwell |
| | Stage | In Progress |
| | Start Date | 28/02/2020 |
| | Due Date | 31/08/2021 |

30/09/2021

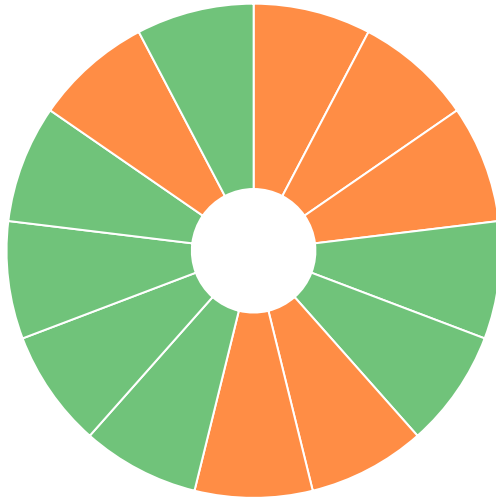
| | | |
|---|-------------|--|
| <input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions | Performance |  |
| | Comments | Work on this is progressing, but at a reduced pace, due to a number of vacancies within the HR team. |
| | Owner | James Claxton |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 29/10/2021 |
| <input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles | Performance |  |
| | Comments | Alongside the promotion of our Carbon Reduction Strategy and Action Plan this will follow on as a means of encouraging more sustainable modes of transport. Therefore this action will be started during 2022 with a view to completing by March 2023. |
| | Owner | Robert Young |
| | Stage | Not Started |
| | Start Date | 04/02/2020 |
| | Due Date | 07/09/2021 |
| <input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary | Performance |  |
| | Comments | <p>Project started, but some delays. Provisions relating to this objective have been included within the procurement of the waste contract or the solution offered by the contractor, including community engagement grants reuse on bulky waste collections and the potential for an upcycling scheme. The deployment of these elements of the contract have been delayed whilst the contractor concentrates on delivering core services however officers are working closely with the contractor to implement these elements when it is appropriate to do so.</p> <p>Expansion of the community fridge scheme continues to see food waste being diverted from landfill. Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.</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 | The COVID-19 pandemic has significantly altered waste composition and collection patterns. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy. |
| | Owner | Scott Martin |
| | Stage | In Progress |
| | Start Date | 01/04/2020 |
| | Due Date | not set |






| | | |
|--|------------------------------------|--|
| <input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures | <p>Performance</p> <p>Comments</p> | <p style="text-align: center;">★</p> <p>Two new community fridges have been opened this year. During Q2, discussions have also taken place regarding a potential new site within the district.</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.</p> |
| <input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract | <p>Performance</p> <p>Comments</p> | <p style="text-align: center;">●</p> <p>Eight, all electric Maxus vehicles (Transit sized) are now deployed on the contract and are in use by the Supervisors and Toilet Cleansing Operatives. Minor adjustments to working practices are still being made to reflect the charging requirements and location of charge points.</p> <p>Serco continue to investigate the availability of alternatively fuelled vehicles across their contracts and there is continued dialogue with the Councils about this rapidly developing technology environment. To reflect this, for some ancillary vehicles, officers have agreed the purchase of previously used vehicles which can be replaced when suitable alternatively fuelled vehicles become available.</p> <p>Serco are currently working to produce a baseline carbon report, to inform the Council's work towards net zero carbon by 2030. It is anticipated that this will also inform the progress made against Serco's carbon reduction plan, submitted as part of the bid process.</p> |
| | Owner | Scott Martin |
| | Stage | Not Started |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |
| | Owner | Steve Hems |
| | Stage | In Progress |
| | Start Date | 01/04/2020 |
| | Due Date | 30/04/2022 |







Quality of Life

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

Latest Update



| | | 30/09/2021 |
|--|-------------|--|
| <input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey | Performance |  |
| | Comments | Karen Hill and Emily Capps are putting together a proposal, by the end of 2021, for the portfolio holder to review. Then it will go through the Committee process for approval by 31 March 2022. |
| | Owner | Steve Hems |
| | Stage | Not Started |
| | Start Date | 04/02/2020 |
| | Due Date | 27/08/2021 |
| <input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy | Performance |  |
| | Comments | Delayed due to Covid, however, Officers are now looking at how this work is taken forward to reflect the post pandemic environment. |
| | 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 | As the Quality of Life strategy has been delayed due to Covid19 it has not been possible to begin the implementation. |
| | 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>The programme is progressing as planned. The Place Making work on public realm and highways - a number of events including; face-to-face public meeting with over 600 people taking part, targeted focus group discussions and online surveys. Results are being analysed which will inform the final design proposals. The next step is being considered at Cabinet on 1 November.</p> <p>An invitation to tender has been issued for the Cedars restoration work.</p> <p>The Building Improvement Grant Scheme was launched and over twenty expressions of interest have been received. The cultural programme, which runs alongside the HAZ scheme, is being delivered. A heritage exhibition and poetry performance were delivered.</p> |
| | 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 | n/r |
| | Owner | Sonia Shuter |
| | Stage | Completed |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |

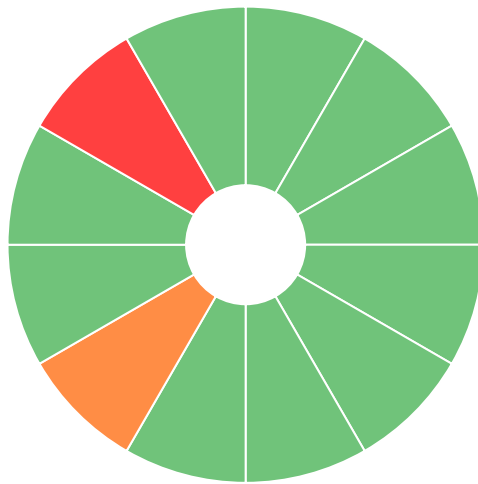
| | | |
|---|-------------|--|
| <input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham | Performance |  |
| | Comments | The Leisure Centre did not complete in September due to ongoing issues with materials and labour as previously reported. The Contractor has provided new timeframes for completion and handover in October. The site is being regularly visited by the project team and dates are being monitored. The overrun of the contract does not incur direct costs to the project however the Council will incur indirect costs related to the late opening of the facility as well as a delay in the provision of excellent new swimming and fitness to residents. |
| | Owner | Kate Rawlings |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 19/11/2021 |
| <input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier | Performance |  |
| | Comments | Tender is delayed until December 2021. Delay caused by additional information required for the statutory licence issued by the Marine and Maritime Organisation. |
| | Owner | Russell Tanner |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier | Performance |  |
| | Comments | A summer show was held at the Pavilion Theatre and a Christmas show is planned. Concerts are also being held. The programme is very close to being back to normal. |
| | Owner | Karl Read |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | not set |
| <input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences | Performance |  |
| | Comments | Approval from S151 officer confirmed for additional spend of approximately £50k caused by construction inflation currently at 12.5%. |
| | 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 2021/22 for Pretty Corner, Holt Country Park and Sadlers Wood. The Blue Flag applications for 2022 will be submitted in January 2022. |
| | 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 | Planning for the marathon has started and the intention is to hold the event on 15 May 2022. |
| | 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 | This is ongoing. I continue to research, log and share funding opportunities, as appropriate. Awaiting further direction on QoL strategy and results of survey to allow more specific opportunities to be identify. |
| | Owner | Laura Blackwell |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 28/12/2021 |

Financial Sustainability and Growth

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

Latest Update



| | | 30/09/2021 |
|---|-------------|--|
| <input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges | Performance | ★ |
| | Comments | This is being progressed as part of the Zero Based Budgeting (ZBB) project. Once a new cost base is established as part of ZBB, fees and charges can be set which reflect an updated cost of delivering the service. |
| | Owner | Lucy Hume |
| | Stage | In Progress |
| | Start Date | 30/06/2021 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy | Performance | ★ |
| | Comments | Work has not recommenced on this Strategy document. Will feed back overall approach to BPG for approval/amends Nov/Dec 2021. |
| | 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 | Operational managers are working on submissions which will be discussed by Cabinet and Management Team in November prior to the budget being set in February 2022. |
| | Owner | Lucy Hume |
| | Stage | In Progress |
| | Start Date | 01/06/2021 |
| | Due Date | 30/04/2022 |
| <input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments | Performance | ★ |
| | Comments | There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released. |
| | Owner | Duncan Ellis |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs | Performance | ★ |
| | Comments | Each Service area has undertaken a Zero Based Budgeting exercise, in which managers have been asked to review the budgetary needs for their service from scratch. While this was not undertaken as a specific cost reduction exercise, it was expected that managers would review the possibilities for making efficiencies. |
| | 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 | Draft report on the Financial Sustainability Strategy framework and development cycle discussed with the Corporate Leadership Team (CLT) in July 2021. Initial discussions held with Cabinet Members at Business Planning in August. Further meeting held at the start of October, further feedback on draft report currently awaited prior to drafting of the final strategy for committee approval by the end of the calendar year. |
| | Owner | Duncan Ellis |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy | Performance | ★ |
| | Comments | A detailed proposal is being prepared and will be brought to Cabinet over the coming months. |
| | Owner | Duncan Ellis |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |
| <input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship | Performance | ● |
| | Comments | No further progress this period. |
| | Owner | Renata Garfoot |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 30/11/2022 |
| <input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities | Performance | ★ |
| | Comments | <p>The Asset Management Plan has been redrafted to reflect the Councils key priorities and delivery plan in particular reducing carbon emissions from property. Once feedback on the document has been provided, the governance process will commence seeking approval to adopt the document in readiness for April 2022.</p> <p>Following The Beach Hut & Chalet Review 2018 and that service forming part of the Estates team earlier in 2021, an interim assessment of the Review's action plan and pricing strategy was undertaken. The objective of this was to refocus some of the actions and provide recommendations to pricing structure to encourage more bookings out of the usual peak season. Officers are now progressing through the governance process with recommended proposals and will seek to implement these for the 2022 season.</p> |
| | Owner | Renata Garfoot |
| | Stage | In Progress |
| | Start Date | 04/02/2020 |
| | Due Date | 31/03/2022 |

| | | |
|---|-------------|---|
| <input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot | Performance | ▲ |
| | Comments | There is a wider piece of piece of feasibility work which needs to be undertaken to identify suitable areas across the district for the delivery of EV charging infrastructure. This needs to align with Norfolk wide approaches to the decarbonisation of highway networks as well as with public transport provision. |
| | Owner | Annie Sommazzi |
| | 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 | A review is currently being undertaken to look at the delivery of a solar array over the carpark at the new Reef facility. |
| | Owner | Annie Sommazzi |
| | Stage | Not Started |
| | Start Date | 04/02/2020 |
| | Due Date | 31/12/2021 |

Performance achieving targets

Key Performance Indicators

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

| | | Sep 2021 |
|---|---------------------------|--|
| CS 001 Number of complaints | Performance (YTD) |  |
| | Actual (Period) (YTD) | 221 |
| | Target (YTD) | 180 |
| | Direction of change (YTD) |  |
| | Owner | Jane Wisson |
| | Comments | During Quarter 2 we have seen an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. This will be pointed out to the relevant Assistant Directors for them to investigate. |
| | Objective/ Department | <ul style="list-style-type: none"> ■ Customer Services Management ■ 3 - Customer Focus |
| EG 011 Number of businesses supported | Performance (YTD) |  |
| | Actual (Period) (YTD) | 228 |
| | Target (YTD) | 100 |
| | Direction of change (YTD) |  |
| | Owner | Stuart Quick |
| | Comments | The number of business supported is significantly lower than the previous quarter due to closure of the last phase of Covid grant support. |
| | 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) | 387 |
| | 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) | 92 |
| | Target (YTD) | 50 |
| | Direction of change (YTD) |  |
| | Owner | Nicky Debbage |
| | Comments | |
| | Objective/ Department | <ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need |
| LE 004 Participation at Council Sporting Facilities | Performance (YTD) |  |
| | Actual (Period) (YTD) | 144,768 |
| | Target (YTD) | 144,768 |
| | Direction of change (YTD) |  |
| | Owner | Karl Read |
| | Comments | Due to the continually changing Covid-19 situation targets are continually under review. |
| | Objective/ Department | <ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environment and Leisure |

| | | Oct 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) | 140 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↓ |
| | Owner | Bob Wade |
| | Comments | The number has decreased from 166 on 30 September 2020 to 140 on 30 September 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. The new Housing strategy includes 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) | 470 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↑× |
| | Owner | Bob Wade |
| | Comments | The number has decreased from 564 on 30 September 2020 to 470 on 30 September 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. The new Housing strategy includes 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 and quarterly measures.



Latest Update

| | | Sep 2021 |
|--|---------------------------|---|
| AS 004 Percentage of rent arrears on all debts 90 days and over | Performance (YTD) | ▲ |
| | Actual (Period) (YTD) | 60.36 |
| | Target (YTD) | 20.00 |
| | Direction of change (YTD) | ↗✗ |
| | Owner | Renata Garfoot |
| | Comments | The majority of the outstanding debt now relates to 1 tenant. Payment was received for this at the start of October so the debt is still showing on this report. |
| CS 001 Number of complaints | Performance (YTD) | ▲ |
| | Actual (Period) (YTD) | 221 |
| | Target (YTD) | 180 |
| | Direction of change (YTD) | ↗✗ |
| | Owner | Jane Wisson |
| | Comments | During Quarter 2 we have seen an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. This will be pointed out to the relevant Assistant Directors for them to investigate. |
| -> CS 004 Average transaction time (minutes) - Customer Services | Performance (YTD) | ▲ |
| | Actual (Period) (YTD) | 14.76 |
| | Target (YTD) | 10.00 |
| | Direction of change (YTD) | ↘✓ |
| | Owner | James Jacobs |
| | Comments | From April 2020 to July 2020 no face to face transactions were recorded due to lockdown. From August 2020 to June 2021 staff returned but only to see the most vulnerable of customers with complex enquiries. From July 2021 we continue to see transaction times falling back towards pre-COVID numbers. This has resulted from our offices now being open to more types of enquiries and more staff being available. We also have new reception staff who can deal with the more straightforward drop in customer enquiries at first point of contact. |
| EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days | Performance (YTD) | ▲ |
| | Actual (Period) (YTD) | 15.06 |
| | Target (YTD) | 80.00 |
| | Direction of change (YTD) | ↘✓ |
| | Owner | Emily Capps |
| | Comments | There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitment's a review of this nature has not occurred. |

| | | Sep 2021 |
|---|---------------------------|---|
| EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days | Performance (YTD) |  |
| | Actual (Period) (YTD) | 13.13 |
| | Target (YTD) | 80.00 |
| | Direction of change (YTD) |  |
| | Owner | Emily Capps |
| | Comments | There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitment's a review of this nature has not occurred. |
| FS 001 PM 32 Average number of days revenue outstanding (Debtor Days) | Performance (YTD) |  |
| | Actual (Period) (YTD) | 54.5 |
| | Target (YTD) | 41.0 |
| | Direction of change (YTD) |  |
| | Owner | Jeny Carroll |
| | Comments | A large value invoice was in dispute for a number of months. This has now been paid. Another factor influencing this increase in debtor days is the amount of trade waste debt waiting to be cancelled as a result of COVID. |
| RV 010 Percentage of non-domestic rates collected | Performance (YTD) |  |
| | Actual (Period) (YTD) | 55.87 |
| | Target (YTD) | 58.00 |
| | Direction of change (YTD) |  |
| | Owner | Sean Knight |
| | Comments | The NDR collection is 55.87% against a target of 58.00% as at end of September 2021. This is a shortfall in collection of £432k. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date. |

All other management performance measures

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














Latest Update

| | | Sep 2021 |
|---|---------------------------|---|
| AS 001 Occupancy rate of Council-owned rental properties - Industrial | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 80.95 |
| | Target (YTD) | 80.00 |
| | Direction of change (YTD) | ➔ |
| | Owner | Renata Garfoot |
| | Comments | |
| AS 002 Occupancy rate of Council-owned rental properties - Retail | Performance (YTD) | ● |
| | Actual (Period) (YTD) | 73.33 |
| | Target (YTD) | 80.00 |
| | Direction of change (YTD) | ➔ |
| | Owner | Renata Garfoot |
| | Comments | One asset removed as unlettable due to temporary planning consent expiry. |
| AS 003 Occupancy rate of Council-owned rental properties - Concessions | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 100.00 |
| | Target (YTD) | 90.00 |
| | Direction of change (YTD) | ➔ |
| | Owner | Renata Garfoot |
| | Comments | |
| AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time | Performance (YTD) | ? |
| | Actual (Period) (YTD) | |
| | Target (YTD) | 100.00 |
| | Direction of change (YTD) | ? |
| | Owner | Lucy Hume |
| | Comments | Data has been requested from the Internal Audit team. |
| AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time | Performance (YTD) | ? |
| | Actual (Period) (YTD) | |
| | Target (YTD) | 70.00 |
| | Direction of change (YTD) | ? |
| | Owner | Lucy Hume |
| | Comments | Data has been requested from the Internal Audit team. |
| AU 004 Percentage of audit days delivered | Performance (YTD) | ? |
| | Actual (Period) (YTD) | |
| | Target (YTD) | 34.00 |
| | Direction of change (YTD) | ? |
| | Owner | Lucy Hume |
| | Comments | Data has been requested from the Internal Audit team |
| BC 001 Building Control income (£) | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 226,193.00 |
| | Target (YTD) | 189,996.00 |
| | Direction of change (YTD) | ↕ |
| | Owner | Stuart Tate |
| | Comments | |

| | | Sep 2021 |
|---|---------------------------|---|
| BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support) | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 17.50 |
| | Target (YTD) | 20.00 |
| | Direction of change (YTD) | ↗✗ |
| | Owner | Trudi Grant |
| | Comments | The speed of processing for new claims increased during September as we finalised a number of outstanding new claims which had been submitted against new supported accommodation developments. The decision making process involves agreeing the rent levels and eligible service charges for Housing Benefit. Unfortunately we had not been made aware of the developments in advance of claims being submitted for Housing Benefit which meant we had claims we were not able to action in a timely manner. Our performance for Q1/2021 for new claims was 17 days and for Q2/2021 it was 18 days. Following the pandemic we are continuing to use best practices that worked well over the last 18 months and we are continuing to make service improvements which will allow the customer to make an application easily and for new claims to be processed more quickly. |
| BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 12.33 |
| | Target (YTD) | 14.00 |
| | Direction of change (YTD) | ↓✓ |
| | Owner | Trudi Grant |
| | Comments | During September we have concentrated on processing older outstanding work items to ensure we minimise overpayments occurring and issue underpayments. Whilst this has increased our speed of processing for September, our performance for the last two quarters has remained under our target. For Q1/2021 our speed of processing was 15 days and for Q2/2021 it was 10 days. |
| CE 004 Percentage of very long term empty homes as a proportion of the taxbase | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 0.26 |
| | Target (YTD) | 0.31 |
| | Direction of change (YTD) | ↓✓ |
| | Owner | Bob Wade |
| | Comments | |
| CE 005 Percentage of long term empty homes as a proportion of the taxbase | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 0.83 |
| | Target (YTD) | 1.00 |
| | Direction of change (YTD) | ↓✓ |
| | Owner | Bob Wade |
| | Comments | |
| CL 002 Number of Ombudsman referral decisions | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 2 |
| | Target (YTD) | 18 |
| | Direction of change (YTD) | → |
| | Owner | Lynda McElligott |
| | Comments | |

| | | Sep 2021 |
|--|---------------------------|------------------------------------|
| CL 003 Number of Ombudsman referral decisions successful outcomes for the Council | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 2 |
| | Target (YTD) | 0 |
| | Direction of change (YTD) | → |
| | Owner | Lynda McElligott |
| | Comments | |
| → CS 003 Average wait time (minutes) - Customer Services | Performance (YTD) | ! |
| | Actual (Period) (YTD) | 14.76 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↓✓ |
| | Owner | James Jacobs |
| | Comments | Targets suspended due to Covid-19. |
| CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 0.00 |
| | Target (YTD) | 0.00 |
| | Direction of change (YTD) | → |
| | Owner | James Jacobs |
| | Comments | |
| CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/ | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 0.00 |
| | Target (YTD) | 0.00 |
| | Direction of change (YTD) | → |
| | Owner | James Jacobs |
| | Comments | |
| CS 008 Percentage of customers who were quite or extremely satisfied with the time taken | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 0.00 |
| | Target (YTD) | 0.00 |
| | Direction of change (YTD) | → |
| | Owner | James Jacobs |
| | Comments | |
| CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 0.00 |
| | Target (YTD) | 0.00 |
| | Direction of change (YTD) | → |
| | Owner | James Jacobs |
| | Comments | |

| | | Sep 2021 |
|---|---------------------------|---|
| DM 024 (24m) Percentage of non-major planning applications determined within time period | Performance (YTD) |  |
| | Actual (Period) (YTD) | 79.24 |
| | Target (YTD) | 80.00 |
| | Direction of change (YTD) |  |
| | Owner | Geoff Lyon |
| | Comments | This performance measure is set against a national threshold of 70%; performance reporting to Development Committee has noted concerns, reasons and measures taken to address this underperformance. Monthly returns show July at 73.5 %; August at 86% and September at 92%, Quarter 8 recorded 83%. Members of Development Committee will be updated Monthly and are satisfied that performance is now improving. |
| DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal | Performance (YTD) |  |
| | Actual (Period) (YTD) | 0.54 |
| | Target (YTD) | 10.00 |
| | Direction of change (YTD) |  |
| | Owner | Geoff Lyon |
| | Comments | |
| DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 11 |
| | Target (YTD) | |
| | Direction of change (YTD) |  |
| | Owner | Geoff Lyon |
| | Comments | |
| EG 009 Grants awarded (£) | Performance (YTD) |  |
| | Actual (Period) (YTD) | 2,553,282.00 |
| | Target (YTD) | 0.00 |
| | Direction of change (YTD) |  |
| | Owner | Stuart Quick |
| | Comments | |
| EG 010 Number of businesses engaged via business support events | Performance (YTD) |  |
| | Actual (Period) (YTD) | 33 |
| | Target (YTD) | 20 |
| | 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) | 79.86 |
| | Target (YTD) | 80.00 |
| | Direction of change (YTD) |  |
| | Owner | Emily Capps |
| | Comments | The Environmental Protection Team experienced a greater number of complaints during the summer months. This coupled with staff annual leave has impacted on the response time. All complaints that were received were prioritised in order of public health significance and the most urgent dealt with within the timescale. |

| | | Sep 2021 |
|---|---------------------------|--|
| HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 18 |
| | 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) | 90,087.75 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↕ |
| | Owner | Sonia Shuter |
| | Comments | The North Norfolk Sustainable Communities Fund Panel met on 6th September 2021 to consider applications over £1,000 and under £15,000. Five new applications totalling £44,194.05 were presented to the Panel. The panel recommended that the five applications were all approved with grants totalling £37,451.75. The Panel were also advised that three grants for Under £1,000 had been received. Awards were made to all three applicants totalling £2,660. |
| HO 006 Numbers on the housing waiting list | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 2,796 |
| | 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) | 1,972 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↕ |
| | Owner | Lisa Grice |
| | Comments | |
| HO 009 Numbers on the Transfer Register | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 417 |
| | 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) | 2.23 |
| | Target (YTD) | 3.00 |
| | Direction of change (YTD) | ↕ |
| | Owner | James Claxton |
| | Comments | |

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|---|---------------------------|---------------|
| HS 002 Number of affordable homes granted planning permission | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 23 |
| | Target (YTD) | |
| | Direction of change (YTD) | → |
| | Owner | Nicky Debbage |
| | Comments | |
| HW 003 Number of Disabled Facilities Grants completed | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 36 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↕ |
| | Owner | Karen Hill |
| | Comments | |
| HW 004 Number of Disabled Facilities Grants approved | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 43 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↕ |
| | Owner | Karen Hill |
| | Comments | |
| HW 005 Average Disabled Facilities Grant spend (£) | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 80,235 |
| | 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) | 25,697 |
| | Target (YTD) | 21,000 |
| | Direction of change (YTD) | ↕ |
| | Owner | Rob Holmes |
| | Comments | |
| LE 010 Number of Adult Visitors to Parks and Countryside Events | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 549 |
| | Target (YTD) | 549 |
| | Direction of change (YTD) | ↕ |
| | Owner | Karl Read |
| | Comments | |
| LE 011 Number of Child Visitors to Parks and Countryside Events | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 579 |
| | Target (YTD) | 579 |
| | Direction of change (YTD) | ↕ |
| | Owner | Karl Read |
| | Comments | |

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|--|---------------------------|------------|
| LE 012 Total number of Visitors to Parks and Countryside Events | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 788 |
| | Target (YTD) | 788 |
| | Direction of change (YTD) | ↕ |
| | Owner | Karl Read |
| | Comments | |
| LE 013 Income from events organised at Country Parks | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 1,401.00 |
| | Target (YTD) | 1,401.00 |
| | Direction of change (YTD) | ↕ |
| | Owner | Karl Read |
| | Comments | |
| LS 003 Legal Services fee income (£) | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 370,530.00 |
| | Target (YTD) | 36,000.00 |
| | Direction of change (YTD) | ↕ |
| | Owner | Noel Doran |
| | Comments | |
| LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days | Performance (YTD) | ● |
| | Actual (Period) (YTD) | 86.97 |
| | Target (YTD) | 90.00 |
| | Direction of change (YTD) | ↘ |
| | Owner | Noel Doran |
| | Comments | |
| MJ 001 (24m) Percentage of major planning applications determined within time period | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 75.61 |
| | Target (YTD) | 60.00 |
| | Direction of change (YTD) | ↘ |
| | Owner | Geoff Lyon |
| | Comments | |
| MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 2.44 |
| | Target (YTD) | 10.00 |
| | Direction of change (YTD) | ↘ |
| | Owner | Geoff Lyon |
| | Comments | |
| MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal | Performance (YTD) | n/a |
| | Actual (Period) (YTD) | 1 |
| | Target (YTD) | |
| | Direction of change (YTD) | → |
| | Owner | Geoff Lyon |
| | Comments | |

| | | Sep 2021 |
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| PL 001 Planning income (£) | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 406,038.00 |
| | Target (YTD) | 400,752.00 |
| | 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) | 316 |
| | Target (YTD) | |
| | Direction of change (YTD) | ↕ |
| | Owner | Mark Ashwell |
| | Comments | |
| RV 009 Percentage of Council Tax collected | Performance (YTD) | ★ |
| | Actual (Period) (YTD) | 54.78 |
| | Target (YTD) | 54.25 |
| | Direction of change (YTD) | ↕ |
| | Owner | Sean Knight |
| | Comments | Council Tax collection up to 30 September 2021 is 54.78%. This is up against a target of 54.25%. This means we have an excess in expected collection of over £437k. |