



Annual Report

2015/16

Version 0.8

FINAL

Any queries please contact Policy and Performance Management Officer, Helen Thomas
Tel. 01263 516214

Contents

Contents	2
Introduction	3
Our Priorities	4
Jobs and the Local Economy.....	4
Housing and Infrastructure	6
Coast, Countryside and Built Heritage.....	8
Localism	10
Delivering the Vision.....	11
Equalities Outcomes.....	13
Appendix 1 – Annual Action Plan Delivery Report	14
Appendix 2 – Performance Indicator Results	30
Appendix 3 – Workforce Profile Statistics	41

Introduction

The Annual Report shows progress against Corporate Plan 2012-2015 priorities, together with any other relevant performance achievements and issues. This is the final report for this four year Corporate Plan which has been replaced by the new Corporate Plan 2015-2019.

Each priority has an assessment of progress achieved during the course of the Corporate Plan and during the past year in delivering the Annual Action Plan 2015/16 targets. It presents key achievements, issues and challenges faced during 2015/16.

The appendices contain the detailed evidence to support the overview and assessments. Appendix 1 gives progress reports for each activity in the 2015/16 Annual Action Plan and Appendix 2 shows performance data and further information against each performance indicator.

North Norfolk District Council (NNDC) has a statutory obligation to monitor, and make available to the public, certain information regarding the make-up of the workforce and to analyse any potential impact of employment policies and practices on employees. This information is published as Appendix 3 alongside some other general workforce profile information.

Our Priorities

Jobs and the Local Economy

What we want to achieve:

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

There has been an increase in the number of businesses in North Norfolk from 5,868 in 2011/12 to 6,426 in 2015/16. There are now 42,500 people in work in North Norfolk compared to 42,400 in 2011/12 and the number of unemployed young people has dropped from 595 in 2011/12 to 155 in February 2016. Investment to date has improved access to superfast broadband from 11% to 85% of premises in the district. The Council has agreed to invest £1m to increase that to 92%. A total of 223 businesses have been assisted to retain jobs or increase employment and 182 new business start-ups supported in the past three years. Key to the future will be the establishment of two Enterprises Zones.

What we have done in 2015/16 towards meeting the priority:

1. Secured Enterprise Zone status for both Scottow Enterprise Park and Egmere Business Zone presenting new inward investment opportunities for the district.
2. Progressed well with the works at Cabbell Park to relocate the football pitch with the new pitch area developing well. The new pitch area should be ready in time for next season and will enable the front of the site to be redeveloped to provide GP surgery facilities for the town. Public consultation identified the former Golf Practice Ground off Overstrand Road as being the preferred site for the potential future development of a new community sports pitch facility in Cromer and feasibility work in relation to this site is currently on going.
4. The FLAG project was concluded which drew down substantial funds for fishing related infrastructure and support projects
5. The Enterprise North Norfolk programme successfully concluded, having provided training and support to a wealth of new businesses
6. The Business Start-up and Enterprise grant scheme successfully funded many new and existing micro enterprises
7. A Business Engagement Strategy has been developed, which will guide the way in which communication with businesses is carried out in the future
8. The study of business growth and investment opportunities was completed, which will inform the approach to be followed in the Local Plan and Economic Growth Strategy.

Issues and challenges

The Council plans to:

1. Develop robust programme delivery arrangements for the Enterprise Zone sites at the local level and report progress to the New Anglia LEP
2. A restructuring of the Economic Growth team is expected to provide the resources to enable the challenges presented by the local economy and the priorities of the new Corporate Plan to be addressed. There are many emerging, and expected future, programmes and funding opportunities and our challenge will be to ensure North Norfolk is suitably positioned to capitalise on these to the benefit of the local economy.
3. Our relationship with Visit North Norfolk has changed; it will need to become financially more self-sufficient, whilst engaging effectively with the local tourism sector successfully promoting and marketing North Norfolk via campaigns etc.


Housing and Infrastructure

What we want to achieve:

Everyone in North Norfolk should have the opportunity to buy or rent a decent home at a price they can afford, in a community where they want to live and work.

There have been 1,944 new homes built between 2012 and 2016. The number of people on the housing waiting list has reduced from 3,792 in 2011/12 to 2,346 in March 2016. The number of new homes granted planning permission has increased from 438 in 2011/12 to 632 in 2015/16 though this is a reduction on last year's 865. The number of affordable homes granted permission has reduced from 110 to 76 per year over the same period. The number of long-term empty homes has reduced from 786 in 2011/12 to 500 in 2015/16.

What we have done in 2015/16 towards meeting the priority:

1. Won the Innovation Award in the Empty Homes Network Awards 2016 for the work of the Enforcement Board
2. There has been a steady supply of new affordable dwellings, with 65 homes provided during 2015/16 across the District. The first mixed tenure exception housing scheme of 16 dwellings was also granted planning permission this year 
3. As a part of the emerging Local Plan 2016-2036, we launched the 'Call for Sites'. The 'Call for Sites' is an opportunity for developers, landowners, individuals and other interested parties to suggest sites within North Norfolk District for development
4. Extended the Housing Incentive Scheme
5. Granted planning permission to build 632 homes

Issues and challenges

The Council plans to:

1. Standardise the approach to Section 106 agreements and review the Council's approach
2. Maintain the momentum in the supply of new affordable housing and in the reduction in empty homes
3. Ensure the review of the Local Plan remains on track
4. Ensure the numbers of Very Long Term Empty Homes reduces (those empty for two years or more)

5. Addressing affordable housing need will continue to be a challenge, especially in light of new constraints on funding and in the light of new legislation and regulation

Coast, Countryside and Built Heritage

What we want to achieve:

A district where the beautiful natural environment and built heritage is valued and protected for future generations and where the coastline is defended against erosion wherever practicable.

Since 2011 North Norfolk has repeatedly been recognised for the quality of the environment and cleanliness, winning Clean Britain Awards, Blue Flags for resort beaches and Green Flags for country parks and Loo of the Year awards. Local buildings have also won East Anglia Local Authority Building Control (LABC) Building Excellence Awards. The Council has taken a leadership role in the development of coastal management plans and delivering coast protection schemes across the district since 2011, including those at Sheringham, Mundesley, Cromer, Walcott and Bacton, and surrounding coastal communities. Notable this year is the completion of Phase 1 of the Cromer Protection Scheme and the achievement of Pier of the Year in 2015.

What we have done in 2015/16 towards meeting the priority:

1. Completed Phase 1 of the Cromer Coast Protection Scheme
2. Secured funding for the business case development for the Mundesley Coast Protection Scheme
3. Delivered beach access ramps improvements through the FLAG project
4. Delivered coastal projects far exceeding the value of the annual revenue budget including the Sheringham West Coast Protection Scheme
5. Made significant progress on the investigations and funding opportunities into the protection of Bacton Gas Terminal and coastal management options for Bacton and Walcott
6. Helped to create Coastal Partnership East, which provides one coastal team for North Norfolk District Council, Great Yarmouth Borough Council, Waveney District Council and Suffolk Coastal District Council
7. Successfully completed extensive Cromer Pier repair works following the storm surge
8. Gained funding approval for phases 1 and 2 of the Cromer West prom redevelopment, with £50,000 allocated to the Art Deco block through the coastal Revival Fund
9. Delivered and hosted the start of the penultimate stage of the Tour of Britain cycling race in September 2015 from Fakenham racecourse
10. Successfully retained Green Flag awards retained at all three sites including Holt Country Park, Pretty Corner Woods in Sheringham and Sadler's Wood in North Walsham



11. Successfully retained Blue Flags at all four beaches including Sheringham, Cromer, Sea Palling and Mundesley with Quality Coast Awards for East Runton and Wells
12. Won a national award in the beaches category of the 2015 Loo of the Year Awards for the refurbished toilets on Cromer Pier



Issues and challenges

The Council plans to:

1. Tackle the on-going challenge of formulating a deliverable long-term coastal adaptation approach, for which there are limited resources. The key challenge will be to gain Government support and flexible funding options for coastal adaptation and innovative coastal management solutions.
2. Seek to further improve Listed Building enforcement
3. Complete further work to see how the Cromer West prom redevelopment can complement the 'Deep History' concept
4. Consider options for the future of the Splash leisure pool as part of the leisure contract procurement
5. Reduce subsidy levels for sport and recreation activities to ensure these areas are more sustainable for the future

Localism

What we want to achieve:

To embrace the Government's localism agenda to empower individuals and communities to take more responsibility for their own futures and to build a stronger civil society.

Since 2011 the Council has awarded funding from The Big Society Fund of £970,178 to 142 community projects. The Council transferred management of the Tourism Information Centre at Sheringham to the North Norfolk Railway and supported communities to develop neighbourhood plans, including supporting Happisburgh to designation as a 'Neighbourhood area'.

What we have done in 2015/16 towards meeting the priority:

1. Successfully transferred the Station Approach Tourist Information Centre (TIC) and public conveniences to the North Norfolk Railway (NNR) which will result in a brand new building and facilities as well as financial savings to the Council

2. Successfully delivered one Sports Hub in Holt, a Hub at Briston Sports Pavilion which provides yoga and archery and will now be run by a voluntary committee and a further hub in Erpingham. Established an additional two clubs in Sidestrand in martial arts and street dance, a class in East Runton, a badminton club in Sheringham and a further club at Sheringham High School in American football (Flag football) all as part of the Sports Clubs and Hubs project



3. Approved 26 Big Society Fund grants during 2015/16, totalling £154,438.42



4. Approved the application of Happisburgh Parish Council seeking to designate the parish area as a 'Neighbourhood Area'

5. Supported Community Resilience Plans to be put in place in North Norfolk communities

Delivering the Vision

What we want to achieve:

We will make the Council more efficient so that we can deliver our priorities and offer value for money for local taxpayers.

The Council has delivered a zero increase in the District Council's part of the council tax charge, achieved Investors in People Gold award and made improvements leading to savings of £200k in 2015/16.

The collection of council tax and non-domestic rates (business rates) continues to be consistently high achieving 98.55% and 99.31% respectively in 2015/16, a small increase on last year.

The time taken to process new benefit claims (18 days) has been reduced from a high of 34 days in January 2013 although there is still work to do to improve the time taken to process changes in circumstance claims.

The level of staff sickness has dropped even further this year. In the last five years it has reduced from a high of 8.87 in 2010/11 to 6.67 days per full time employee in 2014/15 and to 6.05 in 2015/16.

What we have done in 2015/16 towards meeting the priority:

1. As a result of improvements to the following, £220,000 of savings have been identified:
 - Planning Review
 - Housing Administration
 - Provision of multi-functional print devices
 - Print Procurement and other savings
 - Reduced telephony costs
2. Attained the Investors In People Gold Standard Award
3. Achieved third place in the Civic Team of the Year Award
4. Delivered sickness absence figures which are the lowest since 2011/12
5. Transformed the Fakenham Connect building and enabled the Department of Work and Pensions (DWP) to move into the building. Council services, DWP, Fakenham Town Council and Norfolk County Council's Registrar are now available at one site
6. Completed works to the main Cromer office to enable the DWP to co-locate and implemented shared service delivery arrangements for the Early Help Hub Collaboration at both Cromer and Fakenham resulting in better use of public assets, an improved and more joined up approach to customers and significant savings for both organisations
7. Procured a Property Development Partner to provide an additional capacity and commercial awareness to the Property Services team

Issues and challenges

The Council plans to:

1. Improve the speed of determination of planning applications in light of the increase in workload and difficulties in staff recruitment.
2. Improve the way we offer services to the public by transforming the Council's website.
3. Develop robust performance management systems for the Early Help Hub arrangements so as to measure positive impacts of the arrangements over time – both in terms of outcomes for clients and improved efficiencies for partners.
4. Continue to take a more commercial approach to the management and development of the Council's assets

Equalities Outcomes

What we want to achieve:

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

What we have done in 2015/16 towards meeting the priority:






1. Both the integration of the Department of Work and Pensions alongside District Council services at Cromer and Fakenham and the establishment of the multi-agency Early Help Hub arrangements will see delivery of more joined up services to some of the most vulnerable groups in the District – including people with disabilities, households on low / limited income and families in crisis



Signifies an action or target achieved that has an outcome that meets our equalities objectives.




Appendix 1 – Annual Action Plan Delivery Report

Key

Activity Status	Symbol	Description
Completed Successfully		
On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/impact.
On Hold		Activities that have started but have had to pause.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
		Signifies an action that has an outcome that meets our equalities objectives.



Jobs and the Local Economy




A - Increase the number of new businesses and support the growth and expansion of existing businesses

	Activity	Status		Progress/ Action Note
1	We will formulate and deliver a Growth Plan for North Norfolk, linked to the New Anglia Strategic Economic Plan and Norfolk Growth Prospectus, and identify and promote future projects which could receive grant funding support through these programmes	On Track		Studies have been undertaken to provide evidence relating to business growth and investment opportunities and development of an enterprise / STEM centre initiative. Enterprise Zones were successfully implemented (at Scottow and Egmere) on 1 st April and development plans for these are under preparation and will guide the approach to their development and marketing. The Strategic Economic Plan is currently being reviewed and updated and the Norfolk Growth Prospectus has yet to emerge. Funding for individual Economic Growth projects has been identified, however, progress on our own Economic Growth Strategy has been slow. It will however need to reflect the evidence gathered and the policy/ economic context. An Investment Prospectus to be used for marketing the area, is under development.
2	We will work with partners to deliver the Enterprise North Norfolk Business Start Up and Support Scheme	Completed Successfully		The support scheme operated effectively and the contract ended in December 2015. Following this, we have worked with a partner organisation (NWES) to deliver business start-up workshops as part of the impending New Anglia ERDF (European Regional Development Fund) Growth Programme, that will provide support to businesses in the area.
3	Working in partnership we will develop an Investment Strategy to increase investment opportunities in the district through seeking to remove constraints from allocated employment sites and promote their potential to accommodate new job-creating development	Some Problems		The findings of the Business Growth and Investment Opportunities Study have been considered by the Growth Board. Progress on the Economic Growth Strategy, detailing the opportunities for growth and expansion alongside an Investment Prospectus, has been slow due to the need to restructure the Economic Growth team and the implementation of other initiatives (such as the Enterprise Zones).



	Activity	Status		Progress/ Action Note
4	We will promote the Egmore Business Zone to offshore wind energy businesses and their suppliers and partners	On Track		Enterprise Zone status granted. Design brief developed for provision of Architectural Services for proposed Egmore EZ to provide road and utility infrastructure so as to provide serviced land for future development by third parties.
5	We will work with Norfolk County Council to promote new job-creating development at the Scottow Enterprise Park (formerly RAF Coltishall) site	On Track		Site granted Enterprise Zone status. First meeting of Scottow Enterprise Park (SEP) Officer Group held in April 2016 to consider development of a masterplan in support of the EZ status. Quarterly meetings being scheduled.
6	We will develop our corporate position and consult with a wide range of stakeholders in respect of emerging renewable energy policy and technologies through preparation of an Energy Strategy	Completed Successfully		A presentation was delivered to a Member workshop in 2014 with this learning/ information being carried forward for incorporation within the new North Norfolk Local Plan.
7	We will ensure regular engagement with business through established Forums such as the Norfolk Chamber of Commerce, the Federation of Small Businesses and local Chambers of Trade to better understand business need and where public sector intervention and/or support is required.	Completed Successfully		A Business Engagement Strategy was approved by the Growth Board and a network has been established for the local chambers and similar organisations, under the auspices of the Strategy.

B - Improve the job prospects of our residents by developing a skilled and adaptable workforce that is matched to business growth and development



	Activity	Status		Progress/ Action Note
1	Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration	Completed Successfully		Appropriate advice and guidance was provided and the outputs of the various external contracts were met within time and budget, prior to the contracts' termination at the end of the quarter.
2	We will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur	Completed Successfully		Sufficient support and signposting was provided in response to the needs of local companies and their employees at the time of the contract delivery period.


	Activity	Status		Progress/ Action Note
3	We will put in place a sustainable programme of delivery for the Learning for Everyone Team recognising the changing policy and delivery framework of advice and guidance services, opportunities to work differently with existing partners and develop bespoke programmes of skills training on behalf of local employers	On Track		A review of the skills policy landscape led to the restructuring of the Economic Growth team and the creation of an appropriate new post; a 'Business and Skills Support Coordinator'. This post will focus on bridging the gap between the skills requirements of local businesses and education / training provision.
4	We will promote work experience and apprenticeship initiatives as part of our role as an intermediary member of the Apprenticeships Norfolk Network	Completed Successfully		Opportunities to assist local schools with work experience and promoting the opportunity with local businesses is on-going but in the future will be boosted by the new 'Business and Skills Support Officer' post in the Economic Growth team.
5	We will undertake an audit of employment opportunities and skills needs amongst local businesses and share the findings with our partners and key strategic bodies	Completed Successfully		A market assessment was undertaken which informed the Learning for Everyone (and wider Economic Growth team) team restructuring.

C - Improve access to funding for businesses


	Activity	Status		Progress/ Action Note
1	We will administer, monitor and review a North Norfolk Small Business Grant programme and review effectiveness after 12 months operation	Completed Successfully		This grant programme was successfully implemented and the Growth Board determined that a successor grant scheme should be set up which focusses on helping to support businesses in achieving their growth ambitions.
2	We will seek to influence Local Enterprise Partnership programme delivery in North Norfolk, particularly in respect of monitoring the take-up of grant funding programmes by North Norfolk businesses	On Track		The Economic Growth team has contributed to the development of the emerging NALP Growth Programme and works in close liaison with the Local Enterprise Partnership in relation to the operation of the Growth Hub. More work is underway to ensure that business support remains proactive and effective.

D - Reduce burdens to business by removing unnecessary red tape and bureaucracy at the local level

	Activity	Status		Progress/ Action Note
1	Working with partners we will achieve more than 90% coverage of the district with superfast broadband speeds (minimum 24 megabits per second)	On Track		The first better broadband for Norfolk contract funded by the County Council and Government increased overall coverage from commercial and bbn in North Norfolk to 74%, with further investment from Government, LEP and the County Council the coverage will increase to 85% and potentially a further 7% to 92%. This is based on achieving the maximum coverage possible for the available funding, which has been possible from the increased take up of fibre services in Norfolk and match funding from Government. Every pound that North Norfolk commits, secures a further £2.50.
2	We will ensure advice and guidance is readily available to help business comply with the law and our approach to enforcement will consider the needs of local business	On Track		<p>The Commercial Team provide advice and guidance to businesses (prospective and existing) that enabled them to provide safe food and comply with legislation. Over 230 requests were received from businesses and other agencies during the year. We ran 13 level 2 food hygiene courses for 188 candidates. We carried out 42 dairy sampling visits and assisted several small businesses with shelf-life testing analysis as part of our statutory function and to support local industry.</p> <p>We also provide significant support to the local bivalve shellfish industry by us carrying out the statutorily required sampling and subsequent investigations, which places a significant organisational, and financial, burden on the authority (we took 45 shellfish samples for classification of the 3 classified bivalve mollusc beds and 16 seawater samples).</p> <p>The Public Protection Team has provided advice and guidance to businesses (prospective and existing) that enabled them to comply with Licensing and health and safety legislative requirements. Over 280 requests were received from businesses and other agencies during the year. We carried out 312 visits.</p> <p>We have issued 1587 licences for the range covered by the Team.</p> <p>We contacted 284 businesses by letter to provide targeted advice and guidance specifically for residential care homes, focusing on the key risks for their business.</p>






	Activity	Status		Progress/ Action Note
3	We will streamline the planning process to facilitate new job-creating investment in the district through improved engagement with businesses and improved planning performance	On Track		The Major Projects Team are involved in the BPR reviews of the process for dealing with Major Planning Applications. A number of aspects of BPR are reliant on technological solutions which have yet to be implemented. The team are dependent on this releasing capacity to be able to create time to improve engagement with businesses.


E - Promote a positive image of North Norfolk as a premier visitor destination

	Activity	Status		Progress/ Action Note
1	We will work with the North Norfolk Destination Management Organisation, which is currently funded by the District Council, to ensure the positive promotion of North Norfolk as a leading visitor destination.	Completed Successfully		Visit North Norfolk; the Destination Marketing Organisation (DMO) continues to develop and support a wide network of tourism related organisations and has developed effective marketing campaigns for the area. Visit North Norfolk (VNN) have developed a business plan for the future in which a more inclusive membership model is being proposed, therefore broadening their scope and ultimately an increase in visibility.


Housing and Infrastructure

A - Increase the number of new homes built within the district and reduce the number of empty properties


	Activity	Status		Progress/ Action Note
1	We will bring forward detailed proposals on allocated sites by pro-active engagement with developers	On Track		The Major Projects Team works alongside developers to bring forward key allocations.
2	We will seek to increase the number of homes built of all tenures by reviewing the Housing Incentive Scheme and exploring other innovative means of improving delivery	Completed Successfully		The number of new homes built in all tenures was the second highest recorded since 2001 (503 dwellings to March 2015). The Housing Incentive Scheme has been extended until December 2016 and further housing delivery initiatives are being considered as part of the Councils Housing and Planning strategies.
3	We will develop a Property Investment Strategy to supplement the delivery of additional housing	On Track		At the February 2016 meeting of Cabinet it was resolved that a business case for the establishment of a wholly owned property company which will undertake the development and investment in both residential and non-residential property would be produced for consideration by Full Council. If the business case is approved, the property company will be established. The business case is currently being prepared for consideration by Full Council in September.
4	We will support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review	On Track		The Planning Policy Team has provided advice and guidance where requested. Work is underway through workshops to establish the wishes of the Town and Parish Councils to see if this can be aligned with the Review of the Local Plan.
5	We will support owners to bring empty homes back into use and provide opportunities to do so through the application of our statutory powers	On Track		<p>Through the Enforcement Board and other regulatory services intervention we have continued to take action in respect of long term empty properties where this is appropriate.</p> <p>In addition, we have made further changes to procedures for dealing with newly empty properties to try and prevent them from being empty in the long term.</p> <p>Despite these efforts, this year has seen a rise in numbers of LTE's and have recently implemented a combined enforcement team to try and reduce the numbers once more.</p>

	Activity	Status		Progress/ Action Note
6	We will gather the evidence in support of the review of the local plan including publishing the joint strategic housing market assessment, including identifying specialist housing need in response to the prospective age profile of the district	On Track		<p>Work is underway on the Duty to Corporate to establish the evidence that is required across the County and to identify any additional evidence required.</p> <p>A Strategic Housing Market Assessment (SHMA) has been published.</p> <p>Work is underway to establish how the evidence in relation to identifying specialist housing needs can be obtained.</p>

B - Increase the number of affordable homes with a range of tenure types





	Activity	Status		Progress/ Action Note
1	We will seek to increase the number of affordable homes provided across the district through a range of delivery mechanisms and including the local investment strategy loan to registered providers	On Track		65 affordable dwellings were completed across the district during 2015/16 of which 4 were sold on a shared equity basis and 3 sold on a shared ownership basis. The first planning applications for schemes funded through the Local Investment Strategy loan to Registered Providers were determined in February 2016, with all but one gaining delegated planning consent at that time.

C - Secure investment in new infrastructure

	Activity	Status		Progress/ Action Note
1	We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district (known as section 106 agreements)	On Hold		This work has stalled due to insufficient resources and inability to recruit qualified Planners.


Coast Countryside and Built Heritage

A - Maintain the integrity of special landscape designations and balance the development of housing and economic activity with the need to preserve the character and quality of the District's countryside and built heritage



	Activity	Status		Progress/ Action Note
1	We will assess and implement requirements for new Green Flag Awards and work to retain the existing awards	Completed Successfully		Green Flag awards retained at all three sites including Holt Country Park, Pretty Corner Woods in Sheringham and Sadler's Wood in North Walsham.
2	We will work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast Awards elsewhere	Completed Successfully		Blue Flags successfully retained at all four beaches including Sheringham, Cromer, Sea Palling and Mundesley with Quality Coast Awards for East Runton and Wells.
3	We will manage the waste and recycling contracts to ensure an excellent level of service and promote high levels of recycling	On Track		<p>The overall quantity of recycling has continued to rise in 2015/16 (42.12%) compared to 2014/15 (39.82%), with recyclables collected at the kerbside increasing by 17% which has helped to increase the recycling rate. However, the quantity of residual waste has also decreased by around 8% which has also caused the overall recycling rate to rise. (Figures are still provisional and we are awaiting final confirmation.)</p> <p>Contamination within recycling remains higher than desired. We have worked with the other members of the Norfolk Waste Partnership to undertake educational campaigns to address this and will continue to do so in 2016/17.</p>
4	We will ensure that all reported fly-tipping and pollution complaints will be responded to within two working days	On Track		<p>There has been an increase in the number of reported fly tipping incidents of around 20% from the previous year to 366 requests for service. Reports are either investigated by officers in the Environmental Protection Team or, where there is no evidence of who committed the offence, passed to Kier for clearance.</p> <p>The introduction of a fly tipping reporting tool on the website has assisted in accurately identifying the locations of fly tips as well as making it easier for member so of the public to report information.</p>

B - Recognise the District's built environment as a heritage asset when promoting North Norfolk



	Activity	Status		Progress/ Action Note
--	----------	--------	--	-----------------------



	Activity	Status		Progress/ Action Note
1	Through the work of the Council's Enforcement Board we will take appropriate action where listed buildings and buildings within conservation areas are considered to be at risk	On Track		The Conservation Design & Landscape Team are strongly committed to seeing the resolution of historic Enforcement cases, working alongside the Enforcement Board. This workload has to be balanced against the day to day application consultation workload.

C - Design a more cohesive framework for coastline management

	Activity	Status		Progress/ Action Note
1	We will investigate options to improve coastal management with neighbouring coastal councils	Completed Successfully		All preparations leading up to the formation of the new Coastal Partnership (Coastal Partnership East) were complete and the Partnership commenced on 1 April 2016.
2	We will work with coastal communities and other agencies to identify coastal management schemes and sources of funding working with the Environment Agency to explore the best possible solutions for all our communities	Completed Successfully		Funding has also been gained from a variety of sources to support the development and implementation of schemes in various locations, such as at Sheringham and Mundesley, alongside the successful implementation of new access ramps, funded in part by European Fisheries Funds under the FLAG programme.




D - Continue to defend coastal settlements against erosion wherever practicable

	Activity	Status		Progress/ Action Note
1	We will manage the final delivery of the £8.6m Cromer Defence Scheme	Completed Successfully		Phase 1 of this scheme, despite experiencing significant set-backs (such as the 2013 storms), was successfully delivered within budget and in line with the revised project timeline.
2	We will consider plans to redevelop sea front property assets in Cromer for completion following the Cromer Defence scheme	Some problems		<p>The 'Master Plan' for the West Prom redevelopment was agreed and signed off by Cabinet on 5 January 2016 and Full Council approved additional funding for Phase 2 of the works later that month.</p> <p>Works to deliver the initial phase 1 works have commenced. Additional funding to support the later phases of the development are being sought, with £50,000 of external funding from the Coastal Revival Fund being drawn down for improvement works to the Art Deco block.</p> <p>Further work needs to be completed to see how this project can complement the Deep History Coast initiative.</p>



	Activity	Status		Progress/ Action Note
3	We will work with other agencies to assess and respond to the issues arising from the proposed Bacton Gas Terminal coastal defence scheme	On Track		Considerable progress has been made on the development of an innovative multi-million pound scheme for the protection of the coastal frontage at Bacton Gas Terminal and nearby villages. A variety of partners have worked closely together to establish an appropriate solution to the challenges faced and to identify the funds necessary for its implementation. The scheme is at environmental scoping stage and progress is being made on the identification of funding sources to meet the remaining funding gap.
4	We will manage the delivery of the £800k Sheringham West Sea Wall Improvement Scheme	Completed Successfully		The scheme was successfully implemented on time and within budget and options are under review for extending the works even further, within the same budget.

Localism


A - Recognise the important role that Town and Parish Councils have as the democratic embodiment of their communities

	Activity	Status		Progress/ Action Note
1	We will respond positively to a Community Right to Challenge to take over the running of services within their area/communities if they can be run more efficiently (to our Service Level Agreement)	Completed Successfully		As a result of an expression of interest received under the localism act from Sheringham NNR the property and the service delivery on which the TIC and Public Toilets at Sheringham Station have now been successfully transferred to the North Norfolk Railway. Officers have also recently held talks with the Holt Chamber of Commerce regarding potential alternative arrangements for the Holt TIC.
2	We will maintain a regular dialogue and work with Town and Parish Councils	Completed Successfully		The Planning workshops have taken place and were very successful. A new round of engagement sessions will begin in late 2016.
3	We will hold workshops for training and development, in particular to encourage wide community participation in the planning and democratic processes	On Track		These are held annually usually in the Autumn.

B - Encourage communities to develop their own vision for their future and help them to deliver it




	Activity	Status		Progress/ Action Note
1	We will support and encourage Community Engagement Schemes in those parishes where there is a local demand	On Track		The number of trained Community Dogs Wardens increased during the year and these volunteers have accompanied officers on patrol as well as providing information around issues in their areas for further investigation.
2	We will implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis	Completed Successfully		On-going engagement with new and existing teams. Flood warden exercise undertaken on 10 October 2015.

C - Encourage the growth of The Big Society within communities



	Activity	Status		Progress/ Action Note
1	We will continue to support local communities to obtain funding and other assistance to deliver their local priorities	On Track		The Big Society Fund has approved 26 grants to support community initiatives since April 2015, totalling £154,438.42.


Delivering the Vision

A - Deliver strong governance arrangements


	Activity	Status		Progress/ Action Note
1	The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council	Completed Successfully		The 2015/16 Internal Audit Plan was completed during the year. Regular status reports and follow-up reports were presented to the Audit Committee during the year.
2	We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High	On Track		There were no urgent (highest priority grading) internal audit recommendations made during the year (and no outstanding from prior years). At the end of the year there were 20 outstanding recommendations, twelve priority two (important) and eight priority one (needs attention). Revised implementation dates have been agreed to be reviewed in 2016/17.
3	We will maintain a robust performance management framework for managing the Business Transformation Programme	Completed Successfully		The Digital Transformation Board meets regularly and is managing the progress and activities of the Digital Transformation Programme (DTP). The appointment of a dedicated programme management resource has allowed the production of a standardised management process and reporting tool across all projects within the DTP and the wider Corporate change agenda.

B - Ensure that effective communications exist


	Activity	Status		Progress/ Action Note
1	As part of the Business Transformation Programme we will work to develop our approach to digital and social media and work to improve our services for residents and other customers	On Track		A number of fully transactional services have been deployed on the Council Website and this is being extended to include online payments and bookings. The website is being redesigned to emphasise the opportunities for self-service access to services.
2	Following the Member Induction Programme we will provide a programme of Member Development to allow Members to be effective in their roles	Completed Successfully		An induction programme was successfully delivered to 15 newly elected members. The Members Development Group are focusing on the learning and development needs on an ongoing basis to help members become more effective in their roles.

	Activity	Status		Progress/ Action Note
3	We will implement a unified communications approach for all of our digital media documents and will procure a customer information system	On Track		<p>The Digital Transformation Programme has progressed well and as well as these projects further work has taken place around Project in the DT Programme:</p> <ul style="list-style-type: none"> • Unified Comms: Delivered Council wide • Document Management System: Currently being piloted with good results in HR • Customer Information System: Currently being procured • Print Service: successfully tendered for on site printing facilities and cloud based print and post with implementation planned for in June 2016. • Planning BPR: Implementation of BPR outcomes ongoing with completion expected August 2016. • Digital Mailroom: Successfully expanded to now handle 70% of incoming mail to the Council • Web based GIS is currently being implemented in support of the Planning BPR • Website refresh – New design developed and agreed currently being prepared to go live in the summer • Management Information – Soft Market testing and top level requirements gathering has been undertaken. A specification is now being prepared to allow the procurement of a system which will provide improved performance and activity data.





C - Deliver strong and proportionate organisational management in the Council

	Activity	Status		Progress/ Action Note
1	We will undertake reviews of all major business processes in order to improve customer service and deliver financial savings detailed in the financial strategy	On Track		<p>The review of the Planning Support Service has been implemented, delivering savings as set out in the business case.</p> <p>The Business Process Review (BPR) of our key processes is underway.</p>

D - Prioritise services and functions in line with the wishes of our communities and to deliver our corporate objectives








	Activity	Status		Progress/ Action Note
1	We will review the objectives in the Corporate Plan to ensure it takes account of emerging issues and opportunities	Completed Successfully		A new Corporate Plan was approved by Cabinet and Full Council in September 2015. An annual action plan has been developed and has been implemented in April 2016.

E - Deliver year-on-year improvements in efficiency





	Activity	Status		Progress/ Action Note
1	We will review the delivery model for the Revenues and Benefits service	On Hold		This work is on hold given changes to the way in which revenues and benefits are calculated nationally with the introduction of Universal Credit.
2	We will continue to drive improvements and efficiencies to protect the District Council's part of the Council Tax Charge	Completed Successfully		The 2016/17 budget was set during the year which approved the level of Council Tax for the year at £138.87, the same level as 2015/16.
3	We will identify ways to reward and recognise staff in the delivery of high quality services	On Track		The East of England Local Government Association (EELGA) is currently undertaking a market review on the Council's employee pay-scales and the staff focus group has been involved in looking at reward schemes for staff. Work is on-going on this objective.
4	We will continue to implement the Business Transformation Programme to drive efficiencies into all of our services	On Track		The Planning Department Business Process Re-engineering implementation is in progress and will deliver annual savings of approx. £250k p.a. Preparation is underway to undertake Business Process Re-engineering of service and processes in the areas identified as offering the best service efficiencies and improvements.





Appendix 2 – Performance Indicator Results

Key




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

Jobs and the Local Economy










Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
J 004 - Number of businesses assisted to retain jobs and/or increase employment each year (monthly cumulative)	78			36	55
Targets successfully achieved, however, outcomes not tracked.					
J 015 - Number of member businesses of the Destination Management Organisation (DMO) for the North Norfolk coast and countryside (quarterly)	167			250 by December 2015	188








Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
	<p>With Visit East Anglia (VEA) support, the Visit North Norfolk (VNN) team is renewing memberships that have lapsed or are ending in the next month. March has seen the largest renewal month with around 70 renewals. The VNN team has chased aged debtors and either received payment or have written off the debt and removed the member from the website (some of the members had not paid their fees for over a year). The current membership database has been data cleansed and now reflects paying live members. However, the next set of renewals will highlight any further members who choose not to renew and may again reflect the membership figures. VNN has recognised that there is a need for a recruitment drive with a direct sales approach and also potentially out of events. Thus, VNN has arranged for H2Creative Media to drive membership recruitment on a commission based payment which solves the short term problem of resource for recruiting members.</p>				
<p>ED 023 - Number of new business start-ups supported by Enterprise North Norfolk (quarterly cumulative)</p>	<p>59</p>			<p>50</p>	<p>71</p>
	<p>The final period of activity was successful in supporting many local start-up businesses. Whilst the contract for the Enterprise North Norfolk programme finished in December 2015, it is anticipated that a new business start-up programme will soon be established as part of a European funded initiative set up by New Anglian Local Enterprise Partnership. This is pending final approval from the Department for Communities and Local Government (DCLG).</p>				
<p>ED 025 - Number of people supported with Information, Advice and Guidance (IAG) (quarterly cumulative)</p>	<p>592</p>			<p>450 (annual)</p>	<p>686</p>
	<p>This represents the number of contacts made in provision of information, advice and guidance. The impacts of this activity has not been tracked and as part of the team restructure (explained in the Members' Bulletin no. 837) the Economic Growth team will work with external organisations (e.g. DWP and its partners) to enable more focused and cost effective outcomes to be achieved, rather than to deliver contracts directly.</p>				

Housing and Infrastructure


Indicators and Measures	Result 2015/16		Target 2015/16	Result 2014/15
H 001 - Number of new homes built of all tenures (annual)	479		Review and report	503
	During 2015/16 planning permission was granted for 632 homes.			
H 002 - Number of long term empty homes (6 months or more) (monthly)	637		Monitor	579
	At the start of March a total of 628 dwellings were classed as long term empty (6 months or more) of which 119 had been empty for at least 2 years and are subject to the Council Tax levy.			
H 007 - Number of affordable homes built (Quarterly Cumulative)	66		Carry out trend analysis.	74
	29 affordable dwellings (26 for rent and three shared ownership dwellings) were completed in March on schemes at Cromer and Ludham. A further dwelling was converted from warden accommodation into use as sheltered housing. It had been expected that a further 10 affordable dwellings would complete by the end of March 2016 but these have slipped into the 2016/17 financial year.			

Coast Countryside and Built Heritage


Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
C 002 - Percentage of planning appeals allowed (quarterly)	14.8%			Review and report. Less than 30%.	34.6%
C 002a - Number of planning appeals allowed (monthly cumulative)	4		NA	NA	9
	This demonstrates a good track record of the Council's decision being supported on appeals.				
C 003 - Percentage of MAJOR planning applications processed within thirteen weeks (monthly cumulative)	84.62%			80%	74.42%
C 004 - Percentage of MINOR planning applications processed within eight weeks (monthly cumulative)	58.06%			70%	56.81%
C 005 - Percentage of OTHER planning applications processed within eight weeks (monthly cumulative)	71.94%			70%	74.62%
	<p>These figures (C 003, C004 and C 005) have been revised to take into account that decisions made within the period agreed with the applicant as an 'extension of time (EOT)' or are the subject of a Planning Performance Agreement.</p> <p>With regard to the Minor figures</p> <p>While the accurate data (which includes EOT) shows an improved performance, the service is still operating below its target and this is still below the proposed target of 70% in the Housing and Planning Act 2016 and measures are being put in place to monitor performance more closely and work towards more efficient systems and ways of working through the BPR project and Digital Transformation.</p>				
DM 005 - Percentage of MAJOR planning applications processed within thirteen weeks over the last 24 months (monthly cumulative)	65.85%			Target threshold revised by Government from 30% to 40% in June 2014 and from 40% to 50% in September 2015.	75.61%

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
	Our performance is above the threshold set by Government to identify poor performing Councils.				
DM 006 - Percentage of MAJOR planning applications refused and then overturned on appeal over the last 24 months (monthly cumulative)	3.66%			Target threshold set by Government at 30% and confirmed by DCLG at 20% in June 2014. NNDC target 20%.	1.22%
DM 006a - Number of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative)	3			Less than 5	1
	This demonstrates a good track record of the Council's decision being supported on appeals.				
C 007 - Target response time to fly tipping and all other pollution complaints (within 2 working days) (quarterly)	80%			80%	89%
	<p>Throughout the year the response to complaints has been consistent and maintained throughout the year not falling below the target of 80%.</p> <p>We received 883 requests for service over the year of which 705 (80%) were responded to within 2 working days.</p> <p>This percentage comprises the following data:</p> <ul style="list-style-type: none"> • All waste investigations (fly tipping (public and private) (366 requests for service approximately a 20% increase on the previous year) • Nuisance complaints (noise, odour, smoke) (421 requests for service, an increase of approximately 2% on previous year) • Land and Building Drainage (63 requests for service, an increase of approximately 20% on previous year) <p>87% of Nuisance cases were responded to within two days.</p> <p>86% of Drainage cases were responded to within two days.</p>				
C 008 - Number of pollution enforcement interventions (quarterly cumulative)	25	NA		Review and report	26

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
	<p>The Environmental Protection Team continues to undertake investigations into a wide range of pollution issues across the district. These include fly tipping, littering and abandoned vehicles. Six of these cases are still pending further investigation/action.</p> <p>One Fixed Penalty Notice being served and paid for littering from a vehicle.</p> <p>A number of cases have been successfully prosecuted during the year with six fly tipping prosecutions resulting in a mixture of fines and community service being imposed. The Council was also successful in getting much of its costs awarded.</p> <p>Three simple cautions were issued during the year for waste related offences. The use of simple cautions reflects the Council's escalating approach to enforcement action and where it believes that the impact of the caution will change the behaviour of the individual.</p> <p>A total of 9 abatement notices were served during the year, most of which related to noise issues but also to deal with odour issues.</p> <p>The team has also supported a number of reviews of licensed premises in order to deal with significant noise issues. These relate to public houses in Worstead and Wells.</p>				
C 009 - Number of fixed penalty notices issued for environmental offences (quarterly cumulative)	1	NA	NA	Review and report	0
	<p>1 FPN issued for littering from a vehicle in the Cromer area. This has been paid in full. The team are currently reviewing the approach to enforcement to ensure that it supports the corporate objectives and maximises the impact of the available resources.</p>				
C 010 – Number of defaults issued to the waste and related services contractor for cleanliness (monthly cumulative)	287	NA	NA	Review and report	90
ES 015 - Number of rectifications issued to the waste and related services contractor for cleanliness (monthly cumulative)	212	NA	NA	No target. Report to Head of Service and Management Team	191
	<p>During 2015/16 the level of contract monitoring undertaken has increased and the team has adopted a more targeted approach to drive improvements in the service. This has resulted in the number of rectification and default notices issued to Kier increasing to ensure that service levels are maintained.</p>				












Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
ES 001 - Percentage of household waste sent for reuse, recycling and composting (monthly cumulative)	42.12%	NA		No target. Report to Management Team.	39.81%
<p>We are expecting a small overall increase in the percentage of household waste recycled and composted in 2015/16 but are awaiting final and confirmed figures. The tonnage of household recycling collected at the kerbside in North Norfolk increased by over 18% in 2015/16 compared to 2014/15. However, the majority of this increase is down to the change from the collection of glass using bottle banks, to be included with the mixed recycling stream.</p> <p>The tonnage of garden waste collected is lower than in 2014/15, despite an increase in the number of customers using the service, however, this service is always affected by weather conditions during the year and can vary significantly.</p>					







Localism



Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
L 005 - Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative)	26	NA	NA	Review and report	36
L 006 - Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative)	£154,438.42	NA	NA	Review and report	£198,762.00
	<p>The budget for Big Society in 2015/16 was £225,000 and £154,438.42 was committed to 26 grants in the year.</p> <p>Actual spend in the year was £115,961, so £38,477.42 was rolled forward into 2016/17 to fund the remaining commitment.</p> <p>The remaining uncommitted funding of £70,561.58 is part of an earmarked reserve which will be used to fund future year's big society grant funds.</p> <p>We have been targeting parishes where there have been no previous grants provided.</p>				



Delivering the Vision

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
V 001 - Percentage of (Medium Priority) audit recommendations completed on time (quarterly cumulative)	62%			80%	73.0%
	There were no urgent (highest priority grading) internal audit recommendations made during the year (and no outstanding from prior years). At the end of the year there were 20 outstanding recommendations, twelve priority two (important) and eight priority one (needs attention). Revised implementation dates have been agreed to be reviewed in 2016/17.				
V 002 - Percentage of (High Priority) audit recommendations completed on time (quarterly cumulative)	-		-	100%	-
	No urgent recommendations made in the year.				
V 004 - Percentage of audit days delivered (quarterly cumulative)	100%			100%	100%
	Internal Audit Plan delivered.				
V 007 - Working Days Lost Due to Sickness Absence (Whole Authority days per Full Time Equivalent members of staff) (quarterly cumulative)	6.05			6 days per full time equivalent (FTE) employee	6.76
	This is a very positive end of year position and is the lowest figure we have had for absence since 2011/12.				
RB 009 – Percentage of Council Tax Collected (monthly cumulative)	98.56%			98.5% (annual)	98.50%
	This is the joint highest percentage 98.6% (with rounding) that NNDC has collected over the past 10 years. This also includes a debit annual increase in Council Tax of £2.2m since 1 April 2013.				
RB 010 – Percentage of Non-domestic Rates collected (monthly cumulative)	99.32%			99.2% (annual)	99.30%

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
	The target of 99.2% was achieved by reaching 99.3%. We have again reached the second highest percentage ever collected by NNDC. This also includes a rateable value increase of £1.8m since 1 April 2015 (growth) with a debit annual increase collected of £796k since 1 April 2013.				
RB 027 - Average time for processing new claims (Housing and Council Tax Benefit) (monthly cumulative)	18.0 days			18 days	18.0 days
	<p>During March, a total of 306 new claims have been processed, taking on average 19 days to complete. This processing time includes delays by the customer to provide the information required to process their application.</p> <p>91% of new claims were processed within 14 days of receiving all information required from the customer.</p> <p>Further analysis shows that 65% of new claims were processed within 3 days of receiving all information required from the customer.</p> <p>2015/16</p> <p>A total of 3,471 new claims were processed during 2015/16. 92% of these were processed within 14 days of receiving all information required from the customer.</p>				
RB 028 - Speed of processing: change in circumstances for Housing and Council Tax Benefit claims (average calendar days) (monthly cumulative)	14.0 days			10 days	11.0 days
	<p>During March, a total of 3,721 changes in circumstances have been processed, taking on average 9 days to complete. This processing time includes delays by the customer to provide the information required to process their application.</p> <p>87% of changes in circumstances were processed within 14 days of receiving all information required from the customer.</p> <p>Further analysis shows that 74% of changes in circumstances were processed within 3 days of receiving all information required from the customer.</p> <p>2015/16</p> <p>A total of 39,968 changes in circumstance were processed during 2015/16.</p>				

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
PA 002 - Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative)	100%	-		Review and report.	66.7%
PA 001 - Number of Ombudsman referral decisions (monthly cumulative)	2	NA	NA	Not applicable	3
	One Local Government Ombudsman decision acknowledged the Council had been initially at fault but the results of the Council complaints process acknowledged that fault and the recompense offered was appropriate and so found in favour of the Council.				
CS 054 - Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly)	98%	-	-	No target set. Report to Transformation Board.	-
	On target.				
CS 055 - Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly)	96%	-	-	No target set. Report to Transformation Board.	-
	On target.				
CS 056 - Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly)	98%	-	-	No target set. Report to Transformation Board.	-
	On target.				
CS 057 - Average wait time (minutes) - Customer Services (monthly)	3 minutes 16 seconds	-		No target set. Report to Transformation Board.	4 minutes 6 seconds
	Average wait time reduced from 4 minutes 6 seconds in 14/15.				

Indicators and Measures	Result 2015/16			Target 2015/16	Result 2014/15
CS 058 - Average transaction time (minutes) - Customer Services (monthly)	5 minutes 42 seconds	-		No target set. Report to Transformation Board.	6 minutes 45 seconds
Average transaction time reduced from 6 minutes 45 seconds in 14/15.					
CS 059 - Average wait time (minutes) - Housing Options (monthly)	5 minutes 31 seconds	-		No target set. Report to Transformation Board.	6 minutes 34 seconds
Average wait time reduced from 6 minutes 34 seconds in 14/15.					

Appendix 3 – Workforce Profile Statistics