

**PERFORMANCE MANAGEMENT – DELIVERY OF ANNUAL ACTION PLAN
2012/13 QUARTER 2**

Summary: The purpose of this report is to give a mid-year review of the progress in delivering the Annual Action Plan 2012-13. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Conclusions: The delivery of the Annual Action Plan 2012/13 is progressing to plan. Any areas of concern have been outlined in this report and where necessary details given of progress to date and action being taken are attached in the form of briefing notes presented as appendices to this report. In addition, reports on progress of major projects are also included in the appendices as appropriate.

Recommendations: It is recommended that the rate of take up of new designated employment land (indicator J 005) be reported on an annual basis instead of quarterly as originally agreed at Cabinet in May 2012. See paragraph 2.14 for details.

Cabinet Member(s)	Ward(s) affected
All	All
Contact Officer, telephone number and email: Helen Thomas, ext. 6214, Helen.thomas@north-norfolk.gov.uk	

1. Introduction

The purpose of this report is to give a mid-year review of the progress in delivering the Annual Action Plan 2012-13. It gives an overview for each theme, a progress report for each objective, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed for your approval at your meeting in November 2012. Detailed progress reports for each activity in the Annual Action Plan 2012-13 are given in [Appendix K](#). Detailed data and management progress reports for each performance indicator and measure are given in [Appendix L](#).

2. Progress Report

Jobs and the Local Economy

Activities

- 2.1 A new business start up proposition was submitted to Cabinet in September 2012 which was approved. The proposed scheme, called Enterprise North Norfolk, is currently going through a procurement process with a start date targeted for 1st December 2012.
- 2.2 A draft consultant's report was received in September 2012 on Retail and Leisure Demand, Feasibility and Capacity Study for North Walsham. Consultants have been engaged in investigations on the possible contribution of the Council's assets to facilitate investment in North Walsham. They are due to report towards the end of 2012.
- 2.3 The Council continues to undertake an ambitious work programme in support of the further development of the Renewable Energy sector. The Sheringham Shoal offshore wind energy scheme was formally launched at a major event on Thursday 28th September attended by the Chief Executive and Deputy Leader of the Council. SCIRA is also in the process of developing its future Operational and Maintenance (O&M) facility at Egmere, south of Wells, which is scheduled for completion early in 2013. Licence approval has been granted for the development of two further offshore wind energy schemes off the North Norfolk coast - i.e. the Dudgeon and Race Bank proposals and the Council and its partners are in discussions with the promoters of these schemes to understand the potential benefits which might be realised for the North Norfolk District from these investments. The Council has developed its relationship with local partners in support of offshore wind energy developments through the North Norfolk Renewables Group and is in the process of developing an inward investment website promoting the benefits of the North Norfolk area for O&M investment in support of these further offshore developments.
- 2.4 The FLAG (North Norfolk Fisheries Local Action Group) remains confident that full European Fisheries Fund (EFF) allocations will be met by the end of 2013. The programme has been delayed through claim processing issues at the Marine Management Organisation. However, a number of expressions of interest are being progressed to full application with two projects authorised for delivery. Progress reports for each project in the FLAG programme are shown in Appendix O.
- 2.5 Working with the North Norfolk Business Forum, a report has been written by consultancy firm WLP offering a snapshot of current business skills needs. This report has been presented to the Skills Partnership Board and the North Norfolk Business Forum Board. This will inform a training programme for the rest of the 2012/13 year which will be coordinated by the Learning for Everyone Team.
- 2.7 In partnership with the North Norfolk Business Forum discussions are underway with a commercial bank to set up a scheme that will support the micro financing needs of businesses. It is expected that a discussion document will be presented to Cllr Fitzpatrick, Economic portfolio holder,

followed by wider consultation with partners. It is planned to make significant progress in gaining bank support by the end of March 2013 with a view to being operational some time during 2013.

- 2.8 The BDUK contract was signed with BT in September 2012 with expected rollout of broadband in Norfolk beginning 2013.
- 2.9 A review of all our business regulatory functions to ensure we are focused on local business need was planned to start in quarter 1. This has not started yet pending implementation of new management arrangements. The management structure is now complete and we anticipate this work will be starting during quarter 3 with a view to reporting progress and proposals during quarter 4.
- 2.10 The Council's web pages are being developed to support inward investment. The pages are currently being tested with an anticipated launch date of December 2012.
- 2.11 A Cabinet Report has been drafted to present the proposed business plan of the new Destination Management Organisation (DMO) for the North Norfolk coast and countryside and to recommend the resources and financial support that the Council can offer in the next three years of their operation. This will be considered as a key decision at Cabinet in December 2012.

Performance Indicators and Measures

- 2.12 Ongoing support is being provided to local businesses which have contacted the Economic Development team for assistance. 22 businesses have been supported against an expected target of 12. The service includes business advice, training and signposting to other relevant providers.
- 2.13 Assisting economically active people into work continues to be very hard in the current economic climate because of the lack of available jobs. However, 35 people have been assisted into work so far this financial year. This is in the context of providing 42 support sessions for individuals being made redundant.
- 2.14 It is proposed that the rate of take up of new designated employment land (measure J 005) be reported on an annual basis. Quarterly monitoring would require quarterly inspection of sites. The rate of change of take up of employment land does not change significantly on a quarterly basis but it is important to measure medium and long term trends. Therefore it is recommended that this is an annual activity.
- 2.15 No loans & grants under the Coastal Pathfinder scheme were applied in the first quarter when they were only available to 90 businesses which have signed to the Pathfinder Business Advice project. During the second quarter when it became available to more businesses in the coastal areas numbering around 200, three applications were considered but only one actually made it to appraisal and was refused. From January 2013 the loans will become available to all businesses in the district so it is expected that there will be more applications for loans. Whilst our aim is to be able to apply the loans to as many businesses as possible, there should be a minimum percentage of the funds remaining in each quarter that can be applied as loans. The target

percentage currently stands at 20%. At the moment, since no loans are being applied, the funds remain at 100%.

Housing and Infrastructure

Activities

- 2.16 The housing strategy has now been adopted (in three parts) and an enforcement policy presented to October Cabinet. An updated housing allocation policy is due to be presented to Cabinet in December. The monitoring of the strategy will be undertaken by a newly configured Housing and Planning Policy Board.
- 2.17 A schedule of stalled sites has been prepared and the reasons for delay are currently being collated to establish whether there are further interventions or mechanisms by which the Council can bring forward development more quickly. A consultation paper has recently been released by central government titled Renegotiation of Section 106 Planning Obligations which is proposing that local authorities can be asked to formally renegotiate the terms of all planning obligations agreed on or prior to the 6 April 2010. The current assessment is that there are no sites this would relate to in North Norfolk.
- 2.18 Action on bringing empty homes back into use has been delayed due to the need to ensure information was up to date. A new data report providing details of properties which have been empty for at least 6 months is now available, which along with the Housing Services Restructure will enable the Council to focus its action on bringing empty homes back into use. The Empty Homes Policy which sets out the Council's approach to bringing empty homes back into use and includes the Empty Homes Procedure is being considered by Cabinet in December with a recommendation for approval by Full Council. This will be supported by the Housing Renewal Policy which will be considered by Cabinet in December (with a recommendation of adoption by Full Council) and also by current work on the use of a discretionary premium for long term empty homes will complete the establishment of a set of effective tools to support the Council's activities in bringing empty homes back into use.
- 2.19 A report to December Cabinet will be submitted to update on the Compulsory Purchase Order (CPO) Pilot to bring empty homes back into use.
- 2.20 Consultants have been appointed to undertake infrastructure and viability assessments which will be required as evidence to support the introduction of a Community Infrastructure Levy (CIL). A draft report is expected by the end of November 2012, which will be considered by the Planning Policy and Built Heritage Working Party with stakeholder consultation planned for early 2013. A draft CIL charging schedule will then be produced and submitted for independent examination by an appointed planning inspector.

Performance Indicators and Measures

- 2.21 Draft development briefs have been prepared on two of the allocated sites in Fakenham and Stalham and have been subject to public consultation. A draft brief for the large allocation at Holt (site H09) will be submitted to the Council and available for public consultation in early November 2012.

- 2.22 Work is underway on residential development site C17 at the Railway Triangle, Norwich Road, Northrepps, which will deliver 50 houses, including 16 affordable houses. Work is understood to be about to commence on site HV03 at Hoveton in respect of 120 houses including 54 affordable houses. There have been 8 affordable housing completions so far this year. Affordable Housing completions take place throughout the financial year, for 2012/13 the majority of completions are planned to take place in quarter 4.
- 2.23 £2.4m funding has been secured from the Local Economic Partnership (LEP) Growing Places Fund for infrastructure investment at a key site in North Walsham. A meeting is planned during November to review progress. A report will be prepared for January 2013.
- 2.24 The methodology has been agreed for measuring the estimated worth (£) of investment secured in new infrastructure (H 009). This will be the financial value of contributions, excluding County Council contributions, secured through Section 106 agreements/Community Infrastructure Levy contributions. Measured after legal agreements have been signed. To date this year this amounts to £317,200.

Coast, Countryside and Built Heritage

Activities

- 2.25 The 31st Graham Allen Awards for Conservation & Design in North Norfolk were once again a resounding success. The awards were decided in August and the formal ceremony took place on 8th October 2012.
- 2.26 During the second quarter substantial progress was made with the Cromer and Walsingham Conservation Area Appraisals with public consultation carried out in Cromer and a draft document prepared for Planning Policy & Built Heritage Working Party consideration on 8th October 2012. Cromer conservation area management plan should be adopted by the Council at the Cabinet meeting in November 2012. The objective is still to deliver adopted Appraisals for Wells, Walsingham and Sheringham by the end of March 2013.
- 2.27 As can be seen in [Appendix L](#) (indicator C 007) the clearing of fly tipping on public land is still an issue. Although performance has improved from previous quarters the issue has been raised with Kier as part of the contract management meetings and an improvement plan is being worked up to identify what the barriers are, and to ensure that this response time improves. This work is being looked at by Environmental Services and Environmental Protection (EP) team. A new contract manager is now in place with Kier and it is expected that he will deal with these operational issues and deliver improvements. The EP team work closely with Environmental Services and Kier to try to deal with any issues that arise, and a member of the EP team sits in on the supervisors meetings to try and address the issues.
- 2.28 A Local Government Association (LGA) Planning Peer Challenge, supported by a benchmarking exercise for the Development Management Service has been arranged to take place during the autumn with the on-site visit planned for January 2013.

- 2.29 An integrated approach to coastal management was approved by Cabinet in September 2012. The Coastal Issues Forum workshop in September helped to inform that approach. Funding has been secured (from external sources) to undertake a study to inform the future management options of our coast. Work streams have been identified and further work in identifying resources for implementation is being undertaken.
- 2.30 The Kelling to Lowestoft Ness Shoreline Management Plan is adopted.
- 2.31 Funding has been agreed for the Cromer Coast Protection Scheme and design consultants have been procured.
- 2.32 The Cromer to Winterton Study will provide the framework for future coast protection schemes as well as identifying funding opportunities.

Performance Indicators and Measures

- 2.33 A target of responding to all fly tipping and other pollution complaints within 2 working days has been set. This includes:
- All waste investigations (fly tipping (public and private) litter, incorrect use of bins and duty of care inspections)
 - Nuisance complaints (noise, odour, smoke)
 - Land and Building Drainage.
- The percentage of waste related cases responded to within 2 days is 80.33%. There continue to be issues over collection of fly tips on public land by Kier. This accounts for 35.7% of the work received and at quarter end 52.86% was cleared within 2 days. The average time to clear is currently 3.1 days.
- 98.76% of Nuisance cases were responded to within two days and 94.12% of Drainage cases. This equates to 2 Nuisance and 1 Drainage case not being responded to in time.
- 2.34 Environmental Services have continued to use the rectification and default procedure within the contract to resolve service delivery failures by Kier. However, Kier's performance has improved during quarter 2 compared to quarter 1. General cleansing performance is good as reflected by the 5 star award the Council achieved for the cleanliness of the district at the Clean Britain Awards in September 2012.
- 2.35 The use of fixed penalty notices (indicator C 008) is just one method of dealing with the small scale envirocrimes such as dog fouling and littering, However, they are not available for use in what are considered more serious offences such as fly tipping. Please see note at [Appendix M](#) for further information.
- 2.36 With regard to the processing of planning applications, 5 major applications were determined during the second quarter, but with 4 over the 13 week target. Performance improved slightly for minor and other applications, but remained below 40% and 57% respectively. Authority was given by Cabinet to recruit 2 temporary staff to assist with workload and improve performance and recruitment is underway.

Localism

Activities

- 2.37 A draft community asset transfer policy was approved by Overview and Scrutiny in September 2012 and is expected to be approved by Cabinet in October. A process for consideration of community proposals under the Localism 'Right to Challenge' are under development and have been signposted on NNDC's website. (www.northnorfolk.org)
- 2.38 Meetings with Town Councils are taking place and workshops with Parish Councils will be arranged as appropriate.
- 2.39 A new opportunity has arisen to participate in another multi agency bid being led by Norfolk County Council for Warm and Well funding. An application for funding from the Department of health has been submitted for £349,000 of funding County wide. A decision is expected in November 2012.
- 2.40 Voluntary Norfolk are delivering workshops, advice and support sessions in accordance with the Service Level Agreement to deliver community planning and for community and voluntary sector capacity building. Regular meetings are held to monitor progress. A first quarter progress report will be available at the end of October.
- 2.41 Ongoing work is taking place with the Leadership of Place Board. The updated position can be found at 2.2
- 2.42 Expressions of interest for local communities to initiate, develop and manage projects have been received and discussions are on-going (e.g. in relation to assets in Cromer and Fakenham).

Performance Indicators and Measures

- 2.45 The Big Society Fund has been established and is supporting the development of local community projects (see AAP - L C 02). For the September round 33 applications totalling £193,865.16 were received for grants under £10,000. 7 were funded totalling £32,430. Applications totalling £107,038.16 were refused or not awarded the full funding requested. Three applications totalling £21,000 were withdrawn and seven applications totalling £33,397 were deferred.

Five applications totalling £184,866.78 were received for grants over £10,000. Two capital awards totalling £22,000 were made. A full award of £12,000 was made to the National Coastwatch Institute, Mundesley. Erpingham PC had requested £87,300 towards a multi use games area. An award of £10,000 was made subject to remaining funding being secured. Two awards totalling £48,216.78 were withdrawn and an award of £37,350 was deferred.

An interim report on The Big Society Fund will be considered by Overview and Scrutiny Committee on 21st November 2012. The deadline for applications to the third round is 9th November 2012.

Delivering the Vision

Activities

- 2.46 No high priority recommendations have been made for the current audit plan and all previous high priority recommendations have been implemented. Some medium recommendations are outstanding. The half yearly follow up review will be carried out on 18 and 19 October which will inform the progress report to the Audit Committee in December. Where recommendations have been superseded, i.e. due to a change in a system or other controls have since been implemented these will require sign off from Deloitte. In addition revised deadline dates are to be agreed as part of the follow up process.
- 2.47 The process for producing the first quarter progress report for the Annual Action Plan 2012/13 was implemented. There have been some problems with this new process which have been reviewed in time for implementing the process to produce the second quarter report.
- 2.48 Various interrelated strands of work including the constitution, delegations and the new standards regime are all due to be completed by the end of March 2013. The new constitution is due to be taken to the Constitution Working Party in November 2012 and Full Council in December 2012.
- 2.49 The plan to place the WEB at the heart of all we do is on track with some tasks already completed. The staff briefings held on 2/3/4 October 2012 included a session on the web development project to explain the benefits to the organisation and its customers.
- 2.50 An initial draft of the Customer Access Strategy is being produced and those associated projects which were due to start are underway.
- 2.51 The review of senior management arrangements is complete. Appointments have been made to the remaining 2 Heads of Service posts who started on 8 October 2012.
- 2.52 Services will be identified for review as part of the financial strategy for 2012/13. Reviews that are currently being undertaken or planned for include; a peer review of regulatory and enforcement services, a review of contracts supporting provision of sports and leisure and a peer challenge of the planning service.
- 2.53 A discussion paper for a project to consult with residents through a Place Survey has not yet been prepared as planned but is due to be delivered to the Corporate Leadership Team (CLT) in October 2012.
- 2.54 There have been performance issues with the new Civic Revenues and Benefits system for staff based at NNDC. Whilst there has been some improvement in the position during August and September there remain some concerns and a backlog of work has built up, with attempts made to reduce the backlog through weekend working and agency staff. The implementation plan is being amended to deal with the implementation issues. A full report has been presented to the Revenues and Benefits Joint Committee on 26th

September 2012 including action being taken. A précis of this report is included in Appendix K.

- 2.55 Opportunities for working in partnership are being explored/reviewed/initiated in the following areas:-
- Revenues and benefits
 - Building control
 - Planning peer review
 - Options for coastal management
 - A review of the delivery model for the Tourist Information Centres in Wells, Holt and Sheringham has commenced. Discussions have taken place with the relevant Town Councils and other appropriate community groups. Proposals in relation to Sheringham and Wells are currently being developed.
- 2.56 The financial strategy will be presented to Cabinet in November. There is still a significant amount of uncertainty around the future government funding levels from 2013/14 onwards due to the changes to the funding mechanism from a system of grant and redistributed business rates to a new system of grant and locally retained business rates. The financial strategy will present an overall financial projection, however it will be subject to a number of caveats in terms of the sensitivities around external funding. The detailed service budgets will continue to be worked upon over the coming months. Whilst there have been some problems in quantifying the impact of the new funding regime, zero council tax increases have been assumed in the financial forecasts, the timetable for presenting the budget for approval is still anticipated to be achievable, although this is subject to the announcement of the provisional local government finance settlement, date yet to be announced.
- 2.57 There has been considerable progress in the past year in the area of Civil Contingencies. A copy of the progress report recently presented to the Performance and Risk Management Board on 12th October 2012 is attached as [Appendix N](#).

Performance Indicators and Measures

- 2.58 87 days have been delivered of the total 212 planned audit days for this year, slightly below that expected by this stage. It is currently anticipated the full plan will be met this financial year.
- 2.59 The sickness absence figure is higher than quarter 1 and 2 of 2011/12 (1.81) but is still much lower at this point than in previous years. There were 6 cases of long term sickness during quarter 2. Of these, 3 have returned to work.
- 2.60 There is a year to date variance of £74,978 underspend compared to the profiled budget at 31 September 2012. Based on the overall position at the end of period 6 an underspend of £30,552 is forecast for the year. Details are provided within the period 6 budget monitoring report included within the November Cabinet Agenda. The revised budget is currently being produced for approval by Council in December.

4. Conclusion

The delivery of the Annual Action Plan 2012/13 is progressing to plan and should be delivered largely as envisaged. Any areas of concern have been reported in this report and where necessary details given of progress to date and action being taken is given in briefing notes presented as appendices to this report. In addition, reports on progress of major projects are also included in the appendices where necessary.

5. Implications and Risks

- 5.1 Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Annual Action Plan 2012/13 and the achievement of the priorities in the Corporate Plan 2012-15. The recommendations of this report outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.
- 5.2 The Corporate Risk Register which includes the risk associated with non-delivery of the Corporate Plan is reviewed regularly by the Audit Committee and the Performance and Risk Management Board.

6. Financial Implications and Risks

See section 5 above.

7. Sustainability

There are no sustainability implications of this report.

8. Equality and Diversity

There are no equality and diversity implications of this report.

9. Section 17 Crime and Disorder considerations

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







Annual Action Plan 2012/13 - Activities – Progress Report Quarter 2


Appendix K

[If you have access to the Council's network you can click on the activity name to view more information]





Jobs and the Local Economy

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




Activity	Status		Progress/ Action Note
AAP - J A 01 - We will support businesses investing in the district through the provision of comprehensive advice about District Council support and signpost to other agencies as appropriate	On Track		Whilst contacts remain commercially sensitive at the present time there are a number of examples of where the Council has offered advice and support to developers/investors proposing investment in the district during quarter 2.
AAP - J A 02 - We will work with partners to develop and deliver a programme of business start up support	On Track		New start up proposition submitted to Cabinet in September 2012 which was approved. Proposed scheme called Enterprise North Norfolk is currently going through a procurement process with a start date targeted for 1st December 2012.
AAP - J A 03 - Working in partnership we will maximise the opportunities for investment in the district through the development of allocated town centre retail sites.	On Track		Retail consultants have provided a draft report and discussions are being held with key stakeholders prior to the report being made public. This is due to be reported to Cabinet in November 2012. Property consultants are in the process of establishing options and a strategy for interventions in North Walsham which will apply to other locations later, as appropriate.
AAP - J A 04 - We will seek to maximise the opportunities for the district to benefit from investment in renewable energy developments off the North Norfolk Coast	On Track		The Council continues to undertake an ambitious work programme in support of the further development of the Renewable Energy sector. The Sheringham Shoal offshore wind energy scheme was formally launched at a major event on Thursday 28th September attended by the Chief Executive and Deputy Leader of the Council. SCIRA is also in the process of developing its future Operational and Maintenance (O&M) facility at Egmere, south of Wells, which is scheduled for completion early in 2013. Licence approval has been granted for the development of two further offshore wind energy schemes off the North Norfolk coast - i.e. the Dudgeon and Race Bank proposals and the Council and its partners are in discussions with the promoters of these schemes to understand the potential benefits which might be realised for the North Norfolk District from these investments.
AAP - J A 05 - We will work with regional partners to realise the benefits of Rural Growth Network status for North Norfolk	Cancelled		The Council is committed to work with regional partners to realise the benefits of Rural Growth Network status for North Norfolk. Despite a considerable amount of support and effort by partners and the New Anglia LEP for Norfolk and Suffolk were not successful in gaining support through this programme at a national level.
AAP - J A 06 - We will support the North Norfolk Fisheries Local Action Group (FLAG) in delivering projects from the £2.4 million funding secured for the fishing sector	Some problems		FLAG programme has been delayed through claim processing issues at the Marine Management Organisation. However, a number of expressions of interest are being progressed to full application with two projects authorised for delivery. Spend profile is now six months behind schedule. However, the partnership remains confident that full European Fisheries Fund (EFF) allocations will be met by the end of 2013.



Activity	Status		Progress/ Action Note
AAP - J A 07 - We will actively pursue all options in order to ensure the future development and operation of an Enterprise Hub for North Norfolk as a platform for improving levels of business start up and enterprise	On Hold		Enterprise hub funding is available to support training and skills centre development in the District. This project is contingent on other partners and should be taken forward in 2013.

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
AAP - J B 01 - 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	On Track		In the first half of 2012/13 we have engaged with 213 unemployed people. Of these 57 had no qualifications and 23 had degrees. We continue to work with Victory Housing on their bespoke support package.
AAP - J B 02 - The L4E team will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur	On Track		A number of small redundancies are affecting the District. The Cromer Crab closure has been by far the most significant. Learning 4 Everyone continues to work with the client group and many are finding new work.
AAP - J B 03 - The L4E team will also engage with existing and new employers in the district to understand their future workforce requirements and co-ordinate provision of relevant training courses to secure employment within the district	On Track		Courses are being organised to equip individuals with key employability skills. Working with the North Norfolk Business Forum, a report has been written offering a snapshot of current business skills needs. This will inform a training programme for the rest of the 2012/13 year.
AAP - J B 04 - We will explore opportunities to work with local businesses and identify funding to support the provision of apprenticeships and work experience schemes with the aim of increasing the employment opportunities of young people in the district	On Track		The National Apprenticeship Service has been in contact about extending take up of apprenticeships in North Norfolk. We are awaiting dates for a possible meeting. In addition we are working with the new County Council initiative which offers a wage incentive of up to £10,000 for taking on an apprentice in certain key sectors.

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



Activity	Status		Progress/ Action Note
AAP - J C 01 - We will develop a comprehensive package of support and provide information to simplify the process for businesses looking to invest in North Norfolk	On Track		Support has been provided to a number of developers / investors re proposals being developed in the district (see activity AAP - JA01 above), with the Council's actions being co-ordinated, key officer contacts being identified so that there is corporate understanding of proposals and timely and good quality advice provided. We have developed the Council's web pages to support inward investment to testing stage with an anticipated launch date of December 2012.
AAP - J C 02 - We will ask users of our training, business support and advice services for their feedback and improve future service delivery to meet business needs	Not Started		This activity will be progressed in quarter 3.
AAP - J C 03 - We will review our procurement policies to maximise the opportunities to source goods and services locally	On Track		Following the local procurement conference a guide to local procurement is in the process of being produced. Purchasing policies will be reviewed later in the year when the Procurement Strategy is updated.

Activity	Status		Progress/ Action Note
AAP - J C 04 - We will work with partners to roll out BDUK's £60m Norfolk Broadband Initiative across North Norfolk	On Track		BDUK contract signed with BT in September 2012 with expected rollout beginning 2013.
AAP - J C 05 - We will review all of our business regulatory functions to ensure we are focused on local business need.	On Hold		We had planned to start a review of all our business regulatory functions to ensure we are focused on local business need during quarter 1. The management structure is now complete and we anticipate this work will be starting during quarter 3. Due to prepare first report during quarter 4.

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






Activity	Status		Progress/ Action Note
AAP - J D 01 - We will develop and implement new marketing initiatives which use digital and remote technology to promote North Norfolk to visitors and tourists	On Track		We have developed the Council's web pages to support inward investment to testing stage with an anticipated launch date of December 2012.
AAP - J D 02 - We will support and facilitate the establishment of a private sector led Destination Management Organisation (DMO) for the North Norfolk coast and countryside to maintain the profile of the district as a leading tourist destination within the UK boosting levels of employment and income for the district	On Track		A Cabinet Report has been prepared to present the proposed business plan of the new DMO and to recommend the resources and financial support that the Council can offer in the next three years of their operation. This will be considered as a key decision at Cabinet in November 2012.



Improve access to funding for businesses

Activity	Status		Progress/ Action Note
AAP - J E 01 - We will support the roll-out of the Coastal Pathfinder and Fishing Sector Business Loans and Grant Schemes and consider the opportunities of extending these programmes across a larger area	Not Started		Review of Coastal Pathfinder loans and grants to be undertaken in quarter 3 prior to considering options for wider roll out across the district.
AAP - J E 02 - Working with the North Norfolk Business Forum, other representative local groups, regional partners and financial services companies we will seek to ensure that small and medium sized enterprises have improved access to investment finance to support business growth and development across the district	On Track		In partnership with the North Norfolk Business Forum discussions are underway with a commercial bank to set up a scheme that will support the micro financing needs of businesses. It is expected that a discussion document will be presented to Cllr Fitzpatrick, Economic portfolio holder, followed by wider consultation with partners. We would hope to have made significant progress in gaining bank support by the end of March 2013 with a view to being operational some time during 2013.



Housing and Infrastructure

Increase the number of new homes built within the District and reduce the number of empty properties


Activity	Status		Progress/ Action Note
AAP - H A 01 - We will bring forward detailed proposals on allocated sites by better engagement with developers	On Track		A schedule of stalled sites has been prepared and the reasons for delay are currently being collated to establish whether there are further interventions or mechanisms by which the Council can bring forward development more quickly. A consultation paper has recently been released by central government titled Renegotiation of Section 106 Planning Obligations which is proposing that local authorities can be asked to formally renegotiate the terms of all planning obligations agreed on or prior to the 6 April 2010, the Council is currently assessing how many sites this would relate to in North Norfolk.
AAP - H A 02 - We will produce development briefs on 4 of the allocated sites	On Track		Draft development briefs have been prepared on two of the allocated sites in Fakenham and Stalham and have been subject to public consultation. A draft brief for the large allocation at Holt (site H09) will be submitted to the Council and available for public consultation in early November 2012.
AAP - H A 03 - We will seek to increase the number of new homes built of all tenures to 250	On Track		A schedule of stalled sites has been prepared and the reasons for delay are currently being collated to establish whether there are further interventions or mechanisms by which the Council can bring forward development more quickly. A consultation paper has recently been released by central government titled Renegotiation of Section 106 Planning Obligations which is proposing that all planning obligations agreed on or prior to the 6 April 2010, the local authority can be asked to formally renegotiate the terms one month after the introduction of new regulations. The Council is currently assessing how many sites this would relate to.
AAP - H C 01 - We will encourage the development of neighbourhood planning by supporting Holt Town Council in a pilot scheme to produce a neighbourhood plan.	On Track		Funding was successfully secured to pilot the development of a neighbourhood plan at Holt and this is being led by Holt Town Council with advice and guidance being provided by the Council's Planning Policy Manager. A neighbourhood planning seminar was held for all Town and Parish Councils on 25 April 2012 and follow up discussions have been held with 6 parish councils as a consequence. However the Council is currently focusing its resources in supporting the pilot scheme.
AAP - H C 02 - We will encourage further neighbourhood plans to be developed by holding a neighbourhood planning seminar for town and parish councils.	Completed Successfully		Seminar for Parish Councils held on 25th April 2012; follow up discussions with half a dozen town / parish councils on process, benefits, outcomes.

Activity	Status		Progress/ Action Note
AAP - H E 01 - We will undertake and evaluate a pilot Compulsory Purchase Order project to bring long term empty homes back into use	On Track		A report to November Cabinet will be submitted to update on the Compulsory Purchase Order (CPO) Pilot to bring empty homes back into use. Of the 3 properties, one property has been occupied but this may not be the case. Enforcement action on the remaining 2 properties has brought around improvements in appearance. Intervention of Environmental Health and Housing has led to repairs being carried out on one of these 2 properties with neighbours contributing to costs which are shared responsibility.
AAP - H E 02 - We will support owners to bring at least 40 empty homes back into use and provide opportunities to do so through advertising of private rented properties and the Empty Homes matching service. Where owners are reluctant to bring properties back into use, take enforcement action as required.	Some problems		Action on bringing empty homes back into use has been delayed due to the need to ensure information was up to date. A new data report providing details of properties which have been empty for at least 6 months is now available, which along with the Housing Services Restructure will enable the Council to focus its action on bringing empty homes back into use. The Empty Homes Policy which sets out the Council's approach to bringing empty homes back into use and includes the Empty Homes Procedure is being considered by Cabinet in October with a recommendation for approval by Full Council. This will be supported by the Housing Renewal Policy which will be considered by Cabinet in November (with a recommendation of adoption by Full Council) and also by current work on the use of a discretionary premium for long term empty homes will complete the establishment of a set of effective tools to support the Council's activities in bringing empty homes back into use.

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







Activity	Status		Progress/ Action Note
AAP - H B 01 - We will undertake a complete review of our housing strategy to ensure that we take full advantage of opportunities within the Localism Act and are maximising our influence over housing growth.	On Track		The housing strategy has now been adopted (in three parts) and an enforcement policy presented to October Cabinet. An updated housing allocation policy is due to be presented to Cabinet in December. The monitoring of the strategy will be undertaken by a newly configured Housing and Planning Policy Board.
AAP - H B 02 - We will evaluate our approach to viability assessments to maximise development opportunities.	On Track		This action will be completed by end of December 2012

Secure investment in new infrastructure

Activity	Status		Progress/ Action Note
AAP - H D 01 - We will consult and then obtain agreement on a charging schedule to achieve investment in new infrastructure	On Track		Consultants have been appointed to undertake infrastructure and viability assessments which will be required as evidence to support the introduction of a Community Infrastructure Levy. Draft report expected by end of November 2012 with stakeholder consultation planned for early 2013.

Coast, Countryside and Built Heritage



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
AAP - C A 01 - We will assess and implement requirements for a new Green Flag award at Sadlers Wood, North Walsham and work to retain the Green Flag status of Holt Country Park	Completed Successfully		We have undertaken improvement work with the local communities in Sadlers Wood, leading to its success in being awarded the Green Flag. A new play area is also being installed in September. Holt Country Park also achieved a Green Flag status, for the eighth year in succession.
AAP - C A 02 - We will promote the Graham Allen Award and monitor the number of applications received.	On Track		The 31st Graham Allen Awards for Conservation & Design in North Norfolk were once again a resounding success. The awards were decided in August and the formal ceremony is planned for 8th October 2012.
AAP - C A 03 - We will complete or review 4 Conservation Area plans, in Cromer, Sheringham, Walsingham and Wells	Some problems		During this quarter substantial progress was made with the Cromer and Walsingham Appraisals with public consultation carried out in Cromer and draft document prepared for Planning Policy & Built Heritage Working Party consideration on 8th October 2012. Cromer should be adopted by the Council by the end of November. The objective is still to deliver adopted Appraisals for Wells, Walsingham and Sheringham by the end of March 2013. However this will depend upon staff resources and other corporate priorities.
AAP - C A 04 - We will work with other agencies to retain all of the District's Blue Flag beach status	Completed Successfully		Our ongoing work to maintain high quality tourist beaches has led to the retention of all of the District's Blue Flag beaches. Blue Flags have now been awarded at Sheringham, Cromer, Mundesley and Sea Palling beaches. East Runton has also been awarded the Quality Coast Award. These beaches require excellent standards of cleanliness, as well as lifeguard provision and toilet facilities, as well as dog controls in place.
AAP - C A 05 - We will achieve zero defaults in our waste and related services contract for cleanliness	Some problems		Environmental Services have continued to use the rectification and default procedure within the contract to resolve service delivery failures by Kier. However, Kier's performance has improved during Quarter 2 compared to quarter 1. General cleansing performance is good as reflected by the 5 star award the Council achieved for the cleanliness of the district at the Clean Britain Awards in September 2012.
AAP - C A 06 - We will ensure all reported fly-tips are responded to within 2 working days	Some problems		As can be seen in Appendix L (indicator C 007) the clearing of fly tipping on public land is still an issue although has improved from previous quarters the issue has been raised with Kier as part of the contract management meetings and an improvement plan is being worked up to identify what the barriers are, and to ensure that this response time improves. This work is being looked at by Environmental Services and Environmental Protection (EP) team. A new contract manager is now in place with Kier and it is expected that he will deal with these operational issues and we expect to see some improvements. The EP team work closely with Environmental Services and Kier to try to deal with any issues that arise, and a member of the EP team sits in on the supervisors meetings to try and address our issues.




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

There are no activities in the 2012/13 Annual Action Plan for this objective.

Design a more cohesive framework for coastline management




Activity	Status		Progress/ Action Note
AAP - C B 01 - We will define the Coastal Zone (ICZM) and agree consultation mechanisms with partners	On Track		A new integrated approach to management of our coast is being developed and the Kelling to Lowestoft Ness Shoreline Management Plan is nearing its final adoption. Funding has been secured (from external sources) to undertake a study to inform the future management options of our coast.
AAP - C B 02 - We will identify specific ICZM projects and identify the means of funding	On Track		An integrated approach to coastal management was approved by Cabinet in September 2012. The Coastal Issues Forum workshop in September helped to inform that approach. Work streams have been identified and further work in identifying resources for implementation is being undertaken.

Continue to defend coastal settlements against erosion wherever practicable





Activity	Status		Progress/ Action Note
AAP - C C 01 - We will commission design works for the Cromer Defence Scheme	On Track		Scheme contractor procurement reported to Cabinet (16 July 2012) and 'URS' consultants subsequently procured. The contract is now being formulated by Legal Services. The first meeting with the consultants is planned for the end of October 2012. Project Appraisal Report (PAR) presented to Environment Agency (27th June) and EA funding confirmed and planning consent given.
AAP - C C 02 - We will develop and adopt a prioritised programme for future 'Selected' Coastal Defence Work schemes	On Track		Cromer to Winterton Management Plan has been commissioned and consultants appointed. First meeting with consultants takes place 16th October 2012.
AAP - C C 03 - We will identify Coastal funding opportunities to support the prioritised programme	On Track		Consultants appointed to produce the Cromer to Winterton Management Plan will be tasked to investigate what is likely to happen to the coast in the short to medium term and identify possible schemes and funding solutions for management of the outcomes.




Localism

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




Activity	Status		Progress/ Action Note
AAP - L A 01 - We will establish a protocol and put in place the means to respond positively to requests from Town and Parish Councils to take over the running of services within their area/communities to ensure that they share in the benefits of growth	On Track		A draft community asset transfer policy has been approved by Overview and Scrutiny in September 2012 and is expected to be approved by Cabinet in October. A process for consideration of community proposals under the Localism 'Right to Challenge' are under development and have been signposted on NNDC's website.
AAP - L A 02 - We will establish a regular dialogue with Town and Parish Councils and hold workshops for training and development in particular to encourage wide community participation in the democratic process	On Track		Various activities are in train to facilitate better dialogue, involvement and communication with North Norfolk's communities and to help embed the principles of the Big Society within the Council. Meetings with Town Councils are taking place and workshops with Parish Councils will be arranged. A Community Engagement Framework is being developed and the website is being updated to signpost support and promote participation.
AAP - L A 03 - We will work with Town and Parish Councils, local organisations and community and voluntary groups to improve health and wellbeing consistent with the aims of the Health and Wellbeing Board	On Track		All projects are continuing to progress. A new opportunity has arisen to participate in another multi agency bid with Norfolk County Council for Warm and Well funding which will be rolled out by local community and voluntary groups.

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

Activity	Status		Progress/ Action Note
AAP - L B 01 - We will encourage the development of neighbourhood plans by taking the Holt Neighbourhood Plan as a model including holding a seminar on neighbourhood planning for town and parish councils (See also action to deliver Housing and Infrastructure)	Completed Successfully		Officers have attended meetings with Holt Town Council to discuss project plan. Seminar for Parish Councils held on 25th April 2012; follow up discussions have taken place with 6 town / parish councils on process, benefits, and outcomes.
AAP - L B 02 - We will commission work through a Service Level Agreement (SLA) for community planning and for community and voluntary sector capacity building	On Track		Voluntary Norfolk are delivering workshops, advice and support sessions in accordance with the Service Level Agreement. Regular meetings are held to monitor progress. A first quarter progress report will be available at the end of October.
AAP - L B 03 - Subject to guidance, we will assess expressions of interest from voluntary or community groups who wish to take over the running of a service and / or community asset, and complete the initial assessment within six weeks of receiving the request	On Track		No formal expressions of interest have been received to date. However, discussions are taking place in relation to a number of community assets.
AAP - L B 04 - We will work with the key organisations with an interest in North Walsham to implement the actions and interventions identified through the 'Leadership of Place' project.	On Track		Draft consultant's report received September 2012 on Retail and Leisure Demand, Feasibility and Capacity Study. Consultants engaged in investigations on possible contribution of NNDC's assets to facilitate investment in North Walsham due to report towards end of year.





Activity	Status		Progress/ Action Note
AAP - L B 06 - We will respond positively to communities wishing to undertake projects locally	On Track		Expressions of interest for local communities to initiate, develop and manage projects have been received and discussions are on-going (e.g. in relation to assets in Cromer and Fakenham). The Big Society Fund has been established and is supporting the development of local community projects (see AAP - L C 02)
AAP - L B 07 - We will work with communities to identify the current and future social, economic and environmental needs of their resident population and support them to identify and implement local, innovative and creative solutions	On Track		Community Engagement Framework currently being developed which will ensure greater proactive engagement with Town and Parish Councils, community groups and local communities to identify needs and issues. Voluntary and Community Sector Support Service Level Agreement will report on issues community groups facing.
AAP - L B 08 - We will draft and consult on a communication and engagement framework	On Track		Community Engagement Framework currently being developed which will ensure greater proactive engagement with Town and Parish Councils, community groups and local communities to identify needs and issues.

Encourage the growth of The Big Society within communities




Activity	Status		Progress/ Action Note
AAP - L C 01 - We will review services and ensure that the Council's activities are not competing inappropriately with or stifling alternative provision	Not Started		This activity is not due to start until later in 2012/13.
AAP - L C 02 - We will launch and monitor a community investment fund, to be known as The Big Society Fund to invest £450,000 in local communities, strengthen civic society, and establish the process for determining priorities for expenditure	On Track		For the second round a total of 33 applications have been received. These are due to be determined in October 2012 by Cabinet and the North Norfolk Big Society Fund Board for both large and small grants respectively. The amount of funding applied for totalled £304,916.94. The deadline for applications to the third round is 9th November.
AAP - L C 03 - We will ensure that work with statutory, voluntary and community organisations contributes to the aims of the Big Society agenda.	On Track		Through the SLA's developed and the prospectus for the Big Society Fund we are targeting funding and support as appropriate.

Delivering the Vision

Deliver strong governance arrangements


Activity	Status		Progress/ Action Note
AAP - V A 01 - The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council and produce a revised annual audit plan for 2013/14 onwards	On Track		The internal audit plan for 2013/14 will be set in March 2013 and will be part of the three year strategic plan.
AAP - V A 02 - We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High	Some problems		No high recommendations have been made for the current audit plan and all previous high recommendations have been implemented. Some medium recommendations are outstanding. The half yearly follow up review will be carried out on 18 and 19 October which will inform the progress report to the Audit Committee in December. Where recommendations have been superseded, i.e. due to a change in a system or other controls have since been implemented these will require sign off from Deloitte. In addition revised deadline dates are to be agreed as part of the follow up process.
AAP - V A 03 - We will implement the revised performance management framework	Some problems		Delivered the process for producing the first quarter progress report for the Annual Action Plan 2012/13. There have been some problems with this new process which was reviewed in time for implementing the process to produce the second quarter report. The key issues are a lack of adherence to the timetable for submitting progress information by a minority of staff and a number of new performance indicators and performance measures for which a collection process has not been established.
AAP - V A 04 - We will review and update the Council's constitution	On Track		Various interrelated strands of work including the constitution, delegations and the new standards regime are all due to be completed by the end of March 2013. The new constitution is due to be taken to the Constitution Working Party in November 2012 and Full Council in December 2012.

Ensure that effective communications exist



Activity	Status		Progress/ Action Note
AAP - V B 01 - We will make Outlook cost neutral	On Track		The winter edition of Outlook is currently being developed and advertising has not been finalised at the time of reporting.
AAP - V B 02 - We will identify the means of optimising media coverage of Council activities and initiatives and place the WEB at the heart of all we do	On Track		The plan to place the WEB at the heart of all we do is on track with some tasks already completed and the planned staff briefings 2/3/4/ October 2012 will include a session on the web development project to explain the benefits to the organisation and its customers.
AAP - V B 03 - We will develop a Customer Access Strategy to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers	On Track		An initial draft is underway and those associated projects which were due to start are underway

Deliver strong and proportionate organisational management in the Council


Activity	Status		Progress/ Action Note
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Activity	Status		Progress/ Action Note
AAP - V C 01 - Deliver revised / streamlined management arrangements	Completed Successfully		The review of senior management arrangements is complete. Appointments have been made to the remaining 2 Heads of Service posts who started on 8 October 2012.

Prioritise Services and Functions in line with the wishes of our communities and to deliver our corporate objectives

Activity	Status		Progress/ Action Note
AAP - V D 01 - We will prioritise services and redirect resources in line with those priorities by completing fundamental reviews of services that residents have identified as the least important and that the Council does not consider to be a priority.	On Track		Identify services that will be reviewed as part of the financial strategy for 2012/13. Undertake review of provision of CCTV, undertake peer review of regulatory and enforcement services, undertake review of contracts supporting provision of sports and leisure and review of procurement of new contract for MRF is underway.
AAP - V D 02 - We will consult with the residents through a Place Survey.	On Hold		A discussion paper for a project to consult with residents through a Place Survey has not yet been prepared but is due to be delivered to CLT in October 2012.

Deliver year-on-year improvements in efficiency

Activity	Status		Progress/ Action Note
AAP - V E 01 - We will support the implementation of the cost saving Revenues and Benefits shared services project	Some problems		<p>Progress in implementing the Revenues and Benefits system was reported to the Revenues and Benefits Joint Committee on 26th September 2012. A précis of the report follows</p> <ul style="list-style-type: none"> • There have been significant performance issues with the new Civica Revenues and Benefits system for staff based at NNDC. Whilst there has been some improvement in the position during August and September there remain some concerns and a backlog of work has built up, with attempts made to reduce the backlog through weekend working and agency staff. • The installation of the 1 Gig communications link between King's Lynn and Cromer, joining up the two authorities' ICT networks, was delayed. This link has now been successfully installed. • The original intention was to implement a merged database by the beginning of October 2012. For a number of reasons the Steering Group has agreed to reschedule the merge to after the end of year work i.e. April / May 2013. Work is continuing with implementation of the Web forms module but other outstanding additional modules such as Mobile working will be rescheduled after the merge. The Steering Group is currently in the process of agreeing the new timescales and changes to the payment stages with Civica. • A significant amount of work is still being undertaken by the Council to correct Civica's conversion errors and issues arising from daily processing. This work has been significantly impacted by the system performance issues detailed above. The implementation of the back office functions at North Norfolk went relatively smoothly; however conversion of the workflow has given North Norfolk problems in relation to both conversion of documents and changing functionality where the level of support provided by Civica has been disappointing. • Following recent training North Norfolk envisages that accurate performance data on workloads and processing times will be available to inform management decisions and customer feedback from 1st October. • North Norfolk collection figures have remained within target

Activity	Status		Progress/ Action Note
			<p>throughout the last few months and the new system is much more effective in reporting this information and in supporting recovery action and financial reporting / management arrangements.</p> <ul style="list-style-type: none"> Partnership risks are reviewed regularly at the Project Team meetings and by the Steering Group, and action is being taken to mitigate the risks.
<p>AAP - V E 02 - We will identify potential partnership working opportunities and produce business cases</p>	<p>On Track</p>		<p>Opportunities are being explored/reviewed/initiated in the following areas:-</p> <ul style="list-style-type: none"> - Revenues and benefits - Building control - Planning peer review - Options for coastal management - Dual use sports centre North Walsham - A review of the delivery model for the Tourist Information Centre's in Wells, Holt and Sheringham has commenced. Discussions have taken place with the relevant Town Councils and other appropriate community groups. Proposals in relation to Sheringham and Wells are currently being considered.
<p>AAP - V E 03 - We will devise and implement budgets to deliver a zero increase in the District Council's part of the Council Tax charge and ensure spend is contained within budgeted allocations</p>	<p>On Track</p>		<p>The financial strategy will be presented to Cabinet in November. There is still a significant amount of uncertainty around the future government funding levels from 2013/14 onwards due to the changes to the funding mechanism from a system of grant and redistributed business rates to a new system of grant and locally retained business rates. The financial strategy will present an overall financial projection, however it will be subject to a number of caveats in terms of the sensitivities around external funding. The detailed service budgets will continue to be worked upon over the coming months. Whilst there have been some problems in quantifying the impact of the new funding regime, zero council tax increases have been assumed in the financial forecasts, the timetable for presenting the budget for approval is still anticipated to be achievable, although this is subject to the announcement of the provisional local government finance settlement, date yet to be announced.</p>
<p>AAP - V E 04 - We will review the reward structures to encourage and reward staff, for finding innovative new ways to deliver higher quality services more efficiently</p>	<p>Not Started</p>		<p>Work on this activity is due to start in November 2012.</p>



Tuesday, 16th October 2012


Annual Action Plan 2012/13 – Performance Indicator and Measures – Progress Report Quarter 2

Appendix L


[If you have access to the Council's network you can click on the indicator or measure name to view more information]


Jobs and the Local Economy


Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result		Progress
Number of businesses who access loans & grants under the Coastal Pathfinder scheme	J 002 (Quarterly Cumulative)	6	0	6	0		<p>No loans were applied in the first quarter when they were only available to 90 businesses which have signed to the Pathfinder Business Advice project.</p> <p>During the second quarter when it became available to more businesses in the coastal areas numbering around 200, three applications were considered but only one actually made it to appraisal and was refused.</p> <p>From January 2013 or start of the fourth quarter, the loans will become available to all businesses in the district so it is being expected that more loans will be applied.</p> <p>Whilst our aim is to be able to apply the loans to as many businesses as possible, there should be a minimum percentage of the funds remaining in each quarter that can be applied as loans. The target percentage currently stands at 20%. At the moment, since no loans are being applied, the funds remain at 100%.</p>
The number of businesses assisted to retain jobs and/or increase employment each year.	J 004 (Quarterly Cumulative)	6	16	12	22		<p>Ongoing support is being provided to local businesses which have contacted the Economic Development team for assistance. The service includes business advice, training and signposting to other relevant providers.</p>
Percentage of Loans fund that can be reapplied	J 001 (Quarterly)	20.0%		20.0%		NA	<p>3 applications are under consideration. Constraints on lending geography will be lifted January 2013. Partners currently working up a campaign to widen participation.</p>

Measure Name	Reference	Quarter 1 Result	Quarter 2 Result	Improving, worsening or static since last year?	Progress
Number of economically active people assisted into work each year	J 014 (Quarterly Cumulative)	17	35		This continues to be very hard in the current economic climate.
Rate of take up of new designated employment land	J 005 (Quarterly)				It is proposed that this information be reported on an annual basis. Quarterly monitoring would require quarterly inspection of sites. Resources are not currently available to carry out this activity. The rate of change of take up of employment land does not change significantly on a quarterly basis but it is important to measure medium and long term trends. This recommendation will be submitted to Cabinet at their November 2012 meeting.




Housing and Infrastructure




Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result	Progress
Number of development briefs produced on allocated sites	H 003 (Quarterly Cumulative)	2	2	3	2	 Submission of draft development brief in relation to Holt due by the end of October 2012. Public consultation likely November/December 2012.

Measure Name	Reference	Quarter 1 Result	Quarter 2 Result	Improving, worsening or static since last year?	Progress
Number of households from the housing register rehoused	H 005 (Quarterly Cumulative)	106	202		We currently have 10 members that are currently under offer to which they are awaiting tenancy start dates.
Number of affordable homes granted planning permission	H 006 (Quarterly Cumulative)	0	8		

Measure Name	Reference	Quarter 1 Result	Quarter 2 Result	Improving, worsening or static since last year?	Progress
Affordable homes built	H 007 (Quarterly Cumulative)	8	8		Affordable Housing completions take place throughout the financial year, for 2012/13 the majority of completions are planned to take place in quarter 4
Estimated worth (£) of investment secured in new infrastructure	H 009 (Quarterly Cumulative)	217,000	333,500		Methodology agreed. Financial value of contributions, excluding County Council contributions secured through Section 106 agreements/Community Infrastructure Levy contributions. Measured after legal agreements have been signed.

Coast, Countryside and Built Heritage

Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result		Progress
Delegation of planning decisions	C 001 (Quarterly Cumulative)	90.00%	93.59%	90.00%	93.03%		
Percentage of planning appeals allowed	C 013 (Quarterly)	0.0%	57.1%	0.0%	0.0%		
Processing of MAJOR planning applications within thirteen weeks	C 004 (Monthly Cumulative)		33.33%		25.00%		Of the eight applications dealt with in the first two quarters 2 were decided within the thirteen week period. This reflects the often controversial and complex nature of such applications. Time has to be taken to ensure decisions are sound and negotiations are often entered into to achieve improved outcomes.
Processing of MINOR planning applications	C 005 (Monthly Cumulative)	72.00%	37.39%	72.00%	38.50%		Performance remained constant over quarters 1 and 2. We received authority from Cabinet to recruit 2 temporary staff to assist with workload and improve performance. The recruitment process begins w/c 1st October 2012. LGA Planning Peer Challenge being arranged for quarter 3.

Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result		Progress
Processing of OTHER planning applications	C 006 (Monthly Cumulative)	80.00%	52.86%	80.00%	54.39%		Numbers of application dealt with were slightly down possibly because of the holiday period but performance has slightly improved. We received authority from Cabinet to recruit 2 temporary staff to assist with workload and improve performance. The recruitment process begins w/c 1st October 2012. LGA Planning Peer Challenge being arranged for quarter 3.
Conservation Area plans that have been completed or reviewed	C 003 (Quarterly Cumulative)		4		1		During this quarter substantial progress was made with the Cromer and Walsingham Appraisals with public consultation carried out in Cromer and draft document prepared for Planning Policy & Built Heritage Working Party consideration on 8th October 2012. Cromer should be adopted by the Council by the end of November.
Target response time to fly tipping and all other pollution complaints (within 2 working days)	C 007 (Quarterly)	100.00%	89.74%	100.00%	89.22%		<p>This percentage comprises the following data:</p> <p>All waste investigations (fly tipping (public and private) litter, incorrect use of bins and duty of care inspections) Nuisance complaints (noise, odour, smoke) Land and Building Drainage.</p> <p>The percentage of waste related cases responded to within 2 days is 80.33%. There continue to be issues over collection of fly tips on public land by KIER. This accounts for 35.7% of the work in received and at 1/4 end 52.86% was cleared within 2 days. The average time to clear is currently 3.1 days.</p> <p>98.76% of Nuisance cases were responded to within two days 94.12% of Drainage cases were responded to within two days. This equates to 2 Nuisance and 1 Drainage case not being responded to in time.</p>


Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result	Progress
Number of pollution enforcement interventions	C 011 (Quarterly Cumulative)		13		25	Within the quarter there were 12 pollution cases which were investigated with a view to potential prosecution. One is related to a breach of a noise abatement notice and case file is being prepared for legal. The other 11 are related to flytipping cases and are still being investigated. 3 other flytipping cases were heard at court these cases were begun in Oct/Nov 2011 and resulted in a conditional discharge and costs of £200 in one and 40 hours community service and £750 costs each in the other 2 cases.
Fixed penalty notices issued	C 008 (Quarterly Cumulative)		4		1	No progress to report. FPNs served as appropriate, vary throughout the year and are just one of the many interventions used in prevention of enviro crimes.
Number of rectifications issued to the waste and related services contractor for cleanliness	C 012 (Quarterly)		3		4	Environmental Services have continued to use the rectification and default procedure within the contract to resolve service delivery failures by Kier. However, Kier's performance has improved during Quarter 2 compared to quarter 1. General cleansing performance is good as reflected by the 5 star award NNDC achieved for the cleanliness of the district at the Clean Britain Awards in September 2012.
Number of defaults issued to the waste and related services contractor for cleanliness	C 009 (Quarterly)		13		2	Environmental Services have continued to use the rectification and default procedure within the contract to resolve service delivery failures by Kier. However, Kier's performance has improved during Quarter 2 compared to quarter 1. General cleansing performance is good as reflected by the 5 star award NNDC achieved for the cleanliness of the district at the Clean Britain Awards in September 2012.


Localism

Measure Name	Reference	Quarter 1 Result	Quarter 2 Result	Improving, worsening or static since last year?	Progress
Number of grants awarded to local communities from the Big Society Fund	L 005 (Quarterly Cumulative)	17	17		For the September round 33 applications totalling £193,865.16 were received for grants under £10,000. 7 were funded totalling £32,430. Applications totalling £107,038.16 were refused or not awarded the full funding requested. Three applications totalling £21,000 were withdrawn and seven applications totalling £33,397 were deferred.
Amount of funding investment in community projects (from the Big Society Fund)	L 006 (Quarterly Cumulative)	139,776	139,776		Five applications totalling £184,866.78 were received for grants over £10,000. Two capital awards totalling £22,000 were made. A full award of £12,000 was made to the National Coastwatch Institute, Mundesley. Erpingham PC had requested £87,300 towards a multi use games area. An award of £10,000 was made subject to remaining funding being secured. Two awards totalling £48,216.78 were withdrawn and an award of £37,350 was deferred. An interim report on The Big Society Fund will be going to scrutiny on 21 st November 2012.

Delivering the Vision

Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result	Progress
Percentage of (Medium Priority) audit recommendations completed on time	V 001 (Quarterly Cumulative)	80.0%	100.0%	80.0%		Reporting of follow ups by Deloittes will not be completed until October 2012.
Percentage of (High Priority) audit recommendations completed on time	V 002 (Quarterly Cumulative)	100.0%	100.0%	100.0%		2012/13 - no high priority recommendations have been raised. Previous Years - All high priority recommendations for previous financial years have been implemented (refer to Audit Committee June 2012 - Status of Agreed Audit Recommendations due to implementation by 31 March 2012)

Indicator Name	Reference	Quarter 1 Target	Quarter 1 Result	Quarter 2 Target	Quarter 2 Result		Progress
Percentage of audit days delivered	V 004 (Quarterly Cumulative)	38.0%	29.0%	46.0%	41.0%		87 Days delivered of the total 212 planned days. Currently anticipating full plan will be met this financial year.

Measure Name	Reference	Quarter 1 Result	Quarter 2 Result	Improving, worsening or static since last year?	Progress
Working Days Lost Due to Sickness Absence (Whole Authority days per Full Time Equivalent members of staff)	V 007 (Quarterly Cumulative)	1.12	2.73		This figure is higher than quarter 1 and 2 of 2011/12 (1.81) but is still much lower at this point than in previous years. There were 6 cases of long term sickness during quarter 2 of these, 3 have returned to work.
Level of overspend/ (underspend) (£) total	V 008 (Quarterly Cumulative)	(£134,037)	(£287,803)		This includes the corporate savings targets from the management restructure (£150,000) and pay and grading (£225,446). MR - on track to be exceeded, P&G not achievable at level anticipated. See further comments in the cabinet report - P4 Budget monitoring. These savings/costs will be allocated to the service areas as part of the revised budget process.
Level of overspend/ (underspend) (%) total	V 009 (Quarterly Cumulative)	(4.0%)	(5.2%)		

Measure Name	Service Group	Reference	Quarter 2 Actual		Trend/ Direction of Travel	Progress/ Action Note
			£	%		
Level of overspend/ (underspend) £/% by new service groupings	Assets, Coastal Defence & Leisure	V 005 & V 006 (Quarterly Cumulative)	(158,975)	(27.0)	NA	Includes a number of variances including car parking (additional income), foreshore repairs not yet carried out and NNDR savings for administrative buildings.
	Community and Economic Development		(87,939)	(9.0)	NA	Grant received for business start up support not yet matched by expenditure, big society fund not yet incurred, vacant post within Coastal Management.
	Corporate Services		(38,207)	(15.0)	NA	Variance to date reflects part of the savings from the management restructure.

Measure Name	Service Group	Reference	Quarter 2 Actual		Trend/ Direction of Travel	Progress/ Action Note
			£	%		
	Customer Services		(15,389)	(4.0)	NA	A number of the variances to date offset each other, full year savings have been identified including IT savings, two vacant posts (Customer Services and Housing) pending further structural reviews and impact of advertising in Outlook.
	Development Management		84,290	26.0	NA	Profiled overspend to date due to a shortfall in income from planning applications. Service remains optimistic that this position will turnaround due to larger applications recently received. Some full year variances have been highlighted where savings or additional income factored in the base budget will not be achieved in the year.
	Environmental Health		26,445	2.0	NA	No major variances.
	Financial Services		(111,764)	(7.0)	NA	One-off grant received to assist with the implementation costs of new localised council tax scheme. External audit costs not yet invoiced for 2011/12. Full year saving from external audit fees has been reported of £50,000.
	Organisational Development		13,736	68.0	NA	Variance largely reflect invoices not yet issued for recovery of costs in relation to elections, the position reported has been reduced by the underspend on corporate training pending the assessment of training needs following the mid-year appraisal process.
	Savings to be identified		187,722	100.0	NA	This includes the corporate savings targets from the management restructure (£150,000) and pay and grading (£225,446). MR - on track to be exceeded, P&G not achievable at level anticipated. See further comments in the cabinet report - P4 Budget monitoring. These savings/costs will be allocated to the service areas as part of the revised budget process.

Key



Improving compared to the same time period last year



Static/stable compared to the same time period last year



Worsening compared to the same time period last year

NA

Not applicable

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Appendix M

Briefing Note on pollution enforcement and Fixed Penalty Notices

This Quarter always sees a shift in the team priorities with patrols of the dog control orders on the beaches taking priority away from the littering in towns. The change means that the number of Fixed Penalty Notices (FPN) served reduces as when dealing with dog on beaches education and negotiation take priority and FPNs are only used when a person does not want to move on out of the dog exclusion area.

The team will continue to use FPNs as an intervention method where appropriate. However, due to current resources within the team we are currently reviewing their effectiveness as part of the overall options available around education and enforcement for small scale envirocrimes. There has been recent research by Keep Britain Tidy which shows that their effectiveness is not long term for the majority of people who have been served one. As such we are currently reviewing this approach as part of our work plan looking forward. The FPN that was issued was in relation to littering from a vehicle.

The number of pollution enforcement interventions indicator shows only those new cases that have been stated in the quarter but with any investigation of this type the gathering of the evidence and compiling a case file takes time and it is quite often that cases do not start and finish within the same quarter. As such the following information gives a better picture of the enforcement intervention being undertaken during this quarter and the position of these cases:

New Cases

12 New cases within the quarter as described

Existing cases

11 cases received before quarter 2 are still being investigated of these:

- 4 have court dates set for prosecution
- 1 warrant has been issued for the defendant to attend court
- 1 referred to legal team for prosecution
- 5 still to be investigated within Environmental Protection team.

Completed cases

15 cases were brought to conclusion within the quarter. Of these 3 resulted in successful prosecution. 3 resulted in warning letters being issued. In the other 8 cases after investigation there was insufficient to evidence to proceed and the cases were closed.

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Appendix N

Report on Civil Contingencies by the Civil Contingencies Manager to the Performance and Risk Management Board 12th October 2012

Emergency Planning

NNDC's main risk is coastal flooding and I see this as our highest priority. Continued support has been given to our volunteer flood wardens. Two flood warden training sessions have been set up during October this year, 18th & 25th).

Linked into this is the requirement to provide rest centres throughout the District. Rest centres can be required for any emergency that require a displaced population to be housed. Recent incidents for activation of rest centres in neighbouring authorities have been large fires and unexploded bombs.

The rest centre plans have not been reviewed since 2010. Most rest centres are located within main town schools and many of these will have changed considerably over this time. Review of the Stalham High School plan has been started on 4th October and is on-going.

In the event that a rest centre was required it would be difficult for the Council to provide adequately trained staff to effectively run the centre for anything other than a very short period of time. This activity would also detract from the council's ability to provide a response to the emergency which led to the rest centre activation. Maintaining a trained staff of volunteers within the organisation has historically been challenging.

With this in mind negotiations with the British Red Cross have been on-going with a view to entering into a Memorandum of Understanding to provide support staff to run the rest centres. The cost of this agreement will be £1000 per annum but this will be contained within existing budgets. Work will continue with this agreement with the view of extending it so that the British Red Cross will provide management of these facilities and all staff and training in the future.

I have also been working on the NNDC Emergency Response plan and this is now at first draft stage and I will be working on this once the Business Continuity plan is complete. The NNDC Operational Flood response plan is also in need of review; however it is fit for use.

NNDC have recently won a bid to host a MCA Beach Master course, one of only 6 across the UK to be held this financial year. This will help train our staff and other authorities and partner agencies staff to respond to a coastal pollution incident. This will take place on 9th and 10th Oct 2012. By acting as host, the cost of training 10 NNDC staff will be covered by the charges made to other attendees. NNDC staff will also benefit from training in a familiar environment and this is a significant benefit. This course took place and attracted 55 delegates from the following agencies: Norfolk County Council, Suffolk County Council, Lincolnshire County Council, The Environment Agency, Norfolk Fire and Rescue service, The Broads Authority, Natural England, Great Yarmouth Borough Council and Kings Lynn and West Norfolk Borough Council. The Sea Palling Inshore Lifeboat also took part in the second days training exercise.

Business Continuity

The existing top level plan, last reviewed in 2009, needed review to make it fit for purpose and reflect changes following the management restructure. The policy document has been reviewed and signed off by CLT.

The old plan has been updated to improve the structure and format of a number of areas and to update the information so it is fit for purpose. The draft plan has been peer reviewed by the Business Continuity Working Group (BCWG) and is now at a final draft stage waiting final formatting. Further updates to improve the format of the plan will be undertaken during its coming review cycle. The review will be undertaken by the BCWG and myself and will form a standing item on the groups meeting agenda.

The Civil Contingencies Manager has recently completed and passed the Business Continuity Institute Certificate in Business Continuity Management. This has led to a review of the requirements placed on

teams within the organisation in relation to business continuity. All teams should produce a Business Impact Assessment (BIA), this will allow an analysis of the team to be carried out and give a rating to show if the team delivers a critical service. At present the BCWG have reviewed the old critical service list from the 2009 plan and from knowledge and experience have defined the authorities' critical services. This will be reviewed once all BIA have been produced. At this stage only teams with critical elements will be required to produce a team BC plan.

At this stage the following teams have completed their BC plans:

BC Plans	No BC plans
Environmental Health	Licensing
Finance	Customer Services/Comms
Payroll	Benefits
HR	Property Services
Housing	
Waste	Non Critical Services
IT	Planning
Non Critical Services	Leisure
Sustainability	Economic Development
Reprographics	Legal
Policy and Performance	

I am still working with managers to produce their plans and have meet with Peter Battrick and Estelle Packham to give direction and guidance. I have also put other teams BC plans onto the intranet to provide a working guide.

BC training will be given to all new employees and I will attend team meetings to help explain the need for BC with the teams.














I will be working with Corporate H&S to deliver the new evacuation procedure to the existing wardens in October/November.

Exercising and plan validation will start with a walk through with CMG and the BCG members. This will then be developed and scaled up to include other areas on a rolling basis.

I have been in post since October 2011 and the post was vacant for a year previously, so all plans were in need of a review and update. The Technical assistant within the CCT has been on long term sick leave since the beginning of May 2012. There has been an impact on service delivery although this has been managed through placing a number of pieces of work on hold, using the resources of other Technical Administrators, and accessing some resource through NORMIT and the Norfolk Resilience Forum. This is not sustainable on a long term basis and negotiations with County to buy in some admin cover have been started. The significant involvement of the Civil Contingencies Manager of the delivery of the Olympic Teach relay event in July placed further burdens on service delivery. The scale of the requirements placed on Local Authorities through which the torch passed was not understood either by LOCOG, the local organisers, police and this led to a significant increase in resource requirement for a period of some weeks prior to the event. This also impacted on a number of other teams across the council. It was not known how well supported the relay would be until it began in Cornwall six weeks earlier.

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Appendix O

FLAG Projects progress report as at 15th October 2012

Ref.	Project/s	Status	
WS001 02	<u>Fishermens' Micro Finance Scheme</u>	Progressing to plan	
WS001 03	<u>Group Buying Scheme</u>	Progressing to plan	
WS001 04	<u>Clearing House</u>	Progressing to plan	
WS001 05	<u>Business Directory</u>	Progressing to plan	
WS002 01	<u>Marine Marketing Programme (Champion Project)</u>	Progressing to plan	
WS002 03	<u>Buy Local</u>	Not Started	
WS002 04	<u>New Markets</u>	Not Started	
WS002 05	<u>Seafood to your door</u>	Not Started	
WS002 07	<u>Crab & Lobster Festivals</u>	Progressing to plan	
WS003 02	<u>Apprenticeship Scheme</u>	Axis 3 Intended Project	
WS004 03	<u>Launch & Recovery</u>	Progressing to plan	
WS006 03	<u>Fishermens' Freecycle</u>	Not Started	
WS007 01	<u>Wi-Spires (Champion project)</u>	Progressing to plan	

Click on project name to view details.