

Managing Performance

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Managing Performance

Quarterly Report Chief Executive's Overview

Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District particularly during December associated with the spread of the Omicron variant.

The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

Local Homes for Local Need

- At its meeting of the 5 July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.
- Following adoption of the Housing Strategy and good progress being made on many of the original Delivery Plan objectives under the Local Homes for Local Need theme a number of the original actions are now complete so further actions have now been added to the performance report to reflect objectives identified in the new Housing Strategy. A number of these actions are yet to commence and are therefore shown as grey on the performance dial; this is a consequence of a dynamic performance management system and not an indication of poor performance.
- During the quarter 70 households on the Council's Housing List have been housed which is lower than the figures of 88 and 97 households accommodated in Qtrs 1 and 2. 148 new affordable homes have been completed during the first three quarters of the 2021/22 reporting year, against an anticipated number of 165 new homes over the year. This represents a significant achievement.
- Further progress has been made during this quarter in the preparation of the new North Norfolk Local Plan which will deliver objectives under the Local Homes for Local Need; Boosting Business Growth and Sustainability; Climate, Coast and the Environment and Quality of Life themes of the Corporate Plan – with progress on track to move forward with the Regulation 19 consultation in January 2022.

Boosting Business Growth and Sustainability

- Much work of the Economic Growth Team over the period October - December 2021 has continued to be on supporting local business recovery from the COVID pandemic; which took a knock in December as the Omicron variant spread rapidly nationally and many people stayed away from hospitality businesses in the run up to Christmas, which is a key time of year for many hotels, pubs, restaurants and cafes as people attend works parties and social gatherings with friends and family.
- The impact of lower volumes of business within this sector during a key trading period were recognised by the Government which, on 21 December, announced a 1

£1bn fund for hospitality businesses to be administered by local authorities from the New Year. Officers in the Council's Revenues, IT and Economic Growth Team therefore commenced preparations for the administration of this new fund from January.

- As the country and District look to build back from the COVID pandemic and adjust to business in a post-Brexit world, increasing attention has been given by the Economic Growth Team to future workforce supply issues in a number of key sectors of the North Norfolk economy – particularly hospitality, social care and food processing; with consideration being given to developing existing KickStart and Apprentice schemes, as well as a dedicated initiative to support local people take up opportunities within the local social care workforce.
- Work continues on developing a new Economic Growth Strategy for the District which will be presented to Cabinet by March 2022.

Customer Focus

- Following adoption of the new Customer Service Strategy work has been taken forward on developing a new set of performance indicators for customer service quality and a programme of Customer Service developed. Work has also been undertaken to improve the Council's Complaints processes moving from a three-stage process to a two-stage process with clear timescales being proposed for each of the stages such that issues of concern are resolved in a more timely manner. This new system will be launched during this quarter.

Climate, Coast and the Environment

- Work has progressed in preparing a Carbon Reduction Strategy and Action Plan for the authority which was presented to Cabinet at its meeting of the 31 January 2022.
- Over 700 people attended the programme of online events delivered as part of the Council's Virtual Greenbuild programme in early November 2021 alongside the global COP26 event held in Glasgow. This was an innovative programme for the Council discussing a wide range of environmental actions and initiatives at a local level promoting good practice and highlighting that the little actions that we all take locally can make a big contribution towards the issues of climate change at a global level.
- The Electric Vehicle Charging Points installed by the District Council on public car parks at Cromer, Fakenham, Holt, North Walsham, Sheringham and Wells-next-the-Sea are seeing increasing levels of use and have established North Norfolk as having the highest number of public EVCPs in Norfolk, demonstrating the Council's commitment to leading on environmental and climate change issues on behalf of our communities.
- Work has continued on delivering against the Council's Tree Planting Programme – 50,000 trees planted to date, with a further 10,000 to be planted during the current planting season – ie to end March 2022.
- The Coastal Team are engaged through Coastal Partnership East in preparing an Outline Business Case to the Environment Agency for the Innovation and Resilience Fund programme for the Norfolk and Suffolk Coast Transition Project.

Managing Performance

Quarterly Report Chief Executive's Overview - continued

Quality of Life

- The new £12.7million Reef Leisure Centre opened on 30 November 2021 after many years in the planning and a 24 month build. The facility, which includes a 6-lane 25 metre swimming pool, learner pool, splashpad, 80 station gym, spinning suite and the Brian Hannah Community Rooms is a huge achievement for the Council and will provide a fully accessible and inclusive facility in support of the Council's health and wellbeing objectives – particularly in seeking to increase participation in sporting activities.
- Final stages of consultation undertaken on the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme and tender process undertaken for works to The Cedars building – with .
- Completion of a residual waste study to inform future campaigns to promote recycling and re-use and reduce volumes of residual waste – reflecting changing waste streams during the pandemic.

Financial Sustainability and Growth






- Completion of the Zero-Based Budgeting process to inform the 2022/23 budget preparation process.
- Work to undertake a review of Car Parking Charges was completed to allow discussion by Overview and Scrutiny and Cabinet in January 2022 as part of the 2022/23 budget setting process.
- Continued focus by the Revenues Team on Council Tax collection and long-term empty homes so as to maximise opportunities for New Homes Bonus receipts through both completion of new homes and managing long-term empty properties – resulting in a new Homes Bonus payment for the 2022/23 year of £418,039.

Conclusion

Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December associated with the spread of the Omicron variant.

Actions and Performance Measure Keys

Actions - key to symbols

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

Measures - key to symbols

Key

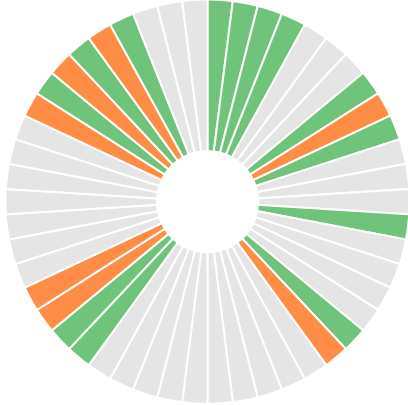
Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing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

Delivery Plan 2019-2023

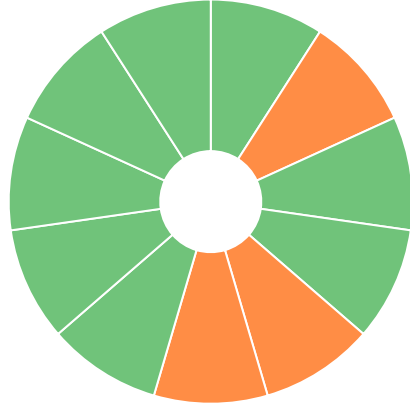


Overview

Local Homes for Local Need



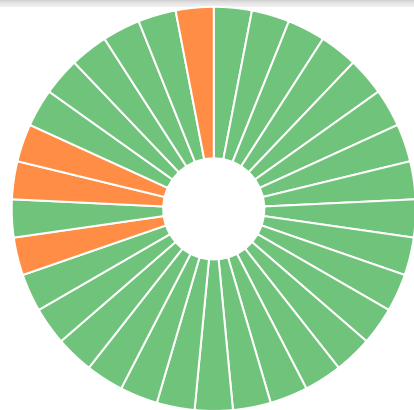
Boosting Business Sustainability and Growth



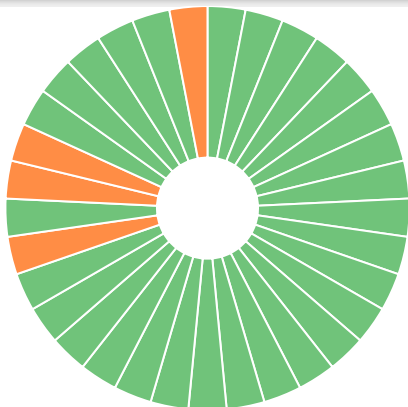
Customer Focus



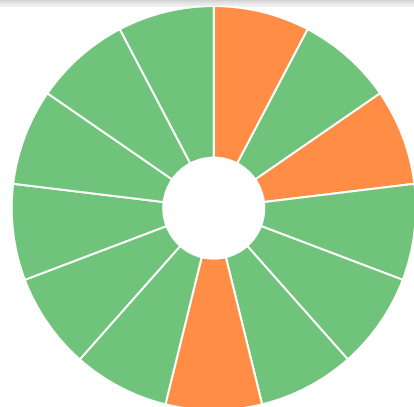
Climate, Coast and the Environment



Financial Sustainability and Growth



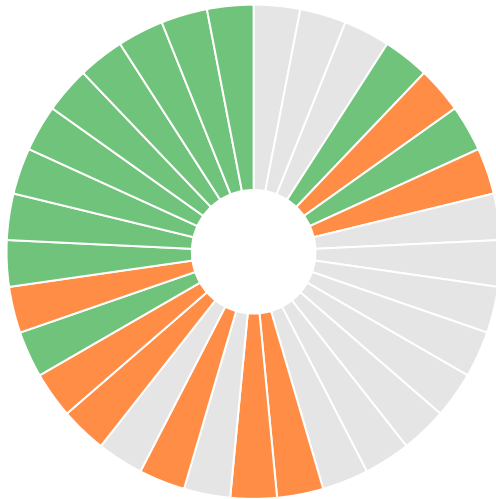
Quality of Life



Key Priorities

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



Latest Update



		31/12/2021
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	
	Comments	n/r
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	31/03/2022
	Due Date	not set
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	●
	Comments	We are working with Broadland HA and our viability consultant to agree with Homes England an approach to mixed funding (market cross subsidy and grant). We will use one of our exceptions housing sites as a test case.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/04/2021
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	●
	Comments	Interviews for the Energy Officer post took place on 19/1/2022. Officer appointed, subject to references, with start date of 1/3/2022.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	30/11/2021
	Estimated end date/Completion date	31/01/2022

		31/12/2021
<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023

31/12/2021

<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendations to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendation to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	01/01/2022

<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	Performance	●
	Comments	The first new Extra Care/Independent Living scheme at Meadow Walk in Fakenham provides 66 flats and opened in April 2021. This scheme has just won a National Housing Award for innovation. Subject to planning permission, the next scheme will be in Stalham and will provide 61 flats. We continue to work with partners to identify other suitable sites.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	?
	Comments	
	Owner	Nicky Debbage
	Stage	Cancelled
	Start Date	04/02/2020
	Due Date	31/03/2024
	Estimated end date/ Completion date	31/03/2024
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	●
	Comments	This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over £126 million of COVID Business Support and Grants programmes. It was further announced on the 30 December that, in addition to the ongoing grants and business support, that two further grant schemes (amounting to over £8m) will now also need to be delivered by 31 March, with a particular focus on supporting those within the leisure, hospitality and accommodation sector. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	●
	Comments	We have engaged with all NNDC staff and members, asking them to complete a customer service survey. The ServCheck survey was delivered by the ICS and assesses how Council employees view our customer service strategy, organisation, processes, and culture. The results will be measured against the ICS's model for delivering world-class customer service and will enable us to identify future areas of focus for training and development.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/03/2022

		31/12/2021
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	★
	Comments	The first Draft of the Engagement Strategy is complete and is now subject to internal discussions.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	●
	Comments	Initial preparation has commenced on looking at a suitable model of youth council for the District, ahead of contacting schools and youth organisations, with the intention of launching the NNDC Youth Council in late Spring 2022. This work has been delayed to date due to the pandemic and the impact of this on schools.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	A revised report template has been prepared and submitted to CLT for approval which includes reference and requirements to meet the Net Zero targets..
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/Completion date	26/11/2021
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	60,000 trees will be planted by March 2022.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/Completion date	30/04/2023
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. A residual waste composition analysis was carried out in late 2021 that will allow NNDC both independently and working with the NWP to undertake more targeted communication activities.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	★
	Comments	This is being run as a medium project within the Council project management governance arrangements. There are regular project board meetings and progress is being made in accordance with the timetable set out in the project documentation and for the programmed committee date of March 2022.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	not set
	<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance
Comments		
Owner		Jenni Jordan
Stage		In Progress
Start Date		04/02/2020
Due Date		31/03/2024
Estimated end date/Completion date		31/03/2024
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	★
	Comments	The works programme for Wells and Fakenham demolition and rebuild has been delayed due to supply chain issues and construction inflation. It is back on track now but delivery is not expected 'till late summer. Public conveniences at Sheringham and North Walsham have now been added to the programme. Therefore, it is suggested completion will be by the end of financial year 2022/23.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	Water quality classifications are expected in January 2022. All indications are that they will be positive.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	The Zero Based Budgeting process is being delivered. The results from that process may assist Members with their budget decision to take place at Full Council in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/Completion date	25/04/2023

<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	<p>The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 prior to final approval by Full Council on 23 February 2022.</p>
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	23/02/2022

Local Homes for Local Need



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

Latest Update



Local Homes for Local Need Delivery Plan actions update

		31/12/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	Local Plan now published for Regulation 19 consultation. Independent examination likely by autumn 2022. It includes a range of policies designed to support all aspects of housing growth including quantity, type and location to ensure that all needs including those for affordable homes are addressed. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/04/2023
	Estimated end date/Completion date	01/04/2023
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Performance	✔
	Comments	
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/10/2021
	Estimated end date/Completion date	20/10/2021
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Performance	✔
	Comments	The business case for the housing company was re-tested and presented to Business Planning in December. The business case was not viable.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/12/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	22/12/2021
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	
	Comments	n/r
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	31/03/2022
	Due Date	not set
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	
	Comments	We are working with Broadland HA and our viability consultant to agree with Homes England an approach to mixed funding (market cross subsidy and grant). We will use one of our exceptions housing sites as a test case.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Performance	
	Comments	
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/04/2021
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 1.2.2b.1 Consider sites for Coastal roll-back.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	Performance	
	Comments	n/r
	Owner	Geoff Lyon
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022




<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	Performance	★
	Comments	Added to the Delivery Plan.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	01/12/2021
	Due Date	31/12/2022
	Estimated end date/Completion date	30/04/2023
<input checked="" type="checkbox"/> 1.2.3a.1 Investigate Council support the development of good quality market rented housing.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.2.3b.1 Encourage and support the use of MMC	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	31/03/2022
	Due Date	not set
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.3c.2 Establish new community-led groups	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	●
	Comments	Interviews for the Energy Officer post took place on 19/1/2022. Officer appointed, subject to references, with start date of 1/3/2022.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	30/11/2021
	Estimated end date/Completion date	31/01/2022

<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023

		31/12/2021
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.2.1 Report on good practice. to tackle disrepair	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/04/2022
	Due Date	30/06/2022
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.3.3.1 Report on good practice to tackle long-term empty homes.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/04/2022
	Due Date	30/06/2022
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company.	Performance	✔
	Comments	A Business Case for a Housing Company has been re-tested - with a mix of homes for market rent and for Temporary Accommodation (which could include purchase of Flagship disposals). The business case was not viable. We continue to meet regularly with Flagship to review proposed disposals and consider alternatives, including purchase by NDC
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021

<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendations to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendation to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	01/01/2022
<input checked="" type="checkbox"/> 1.4.3.1 Review effectiveness of current allocations agreement	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/09/2022
	Due Date	30/11/2022
	Estimated end date/ Completion date	30/11/2022
<input checked="" type="checkbox"/> 1.4.4a.1 Work with partner Registered Providers to consider building new shared housing	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/02/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022

<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerational living	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/02/2022
	Due Date	30/04/2022
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.4.4b.1 Consider the establishment of a private sector leasing scheme	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.4.4b.2 Provide better support and information to existing and prospective landlords	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.5.1a.1 Identify people 'at risk of crisis' and develop action to help prevent crisis	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	01/07/2022
<input checked="" type="checkbox"/> 1.5.1b.1 Continue to deliver actions in the new Homelessness and Rough Sleeper Strategy	Performance	●
	Comments	
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	not set
	Estimated end date/Completion date	15/12/2021
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	Performance	★
	Comments	The four flats to house rough sleepers part-funded by the Next Steps Accommodation Programme are complete and occupied. A further flat at Lushers Passage is now scheduled to complete in February 2022 and should be in use by March 2022. The review of property management processes is in progress.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 1.5.1b.3 Contribute to Norfolk Strategic Housing Partnership project to end homelessness in Norfolk	Performance	
	Comments	The NSHP No Homelessness in Norfolk Strategy has been produced and signed-off by Leaders. The action plan is now drafted and working groups formed to deliver key actions in the strategy
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	Performance	
	Comments	
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/03/2022
Estimated end date/ Completion date	31/03/2022	
<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	Performance	
	Comments	The first new Extra Care/Independent Living scheme at Meadow Walk in Fakenham provides 66 flats and opened in April 2021. This scheme has just won a National Housing Award for innovation. Subject to planning permission, the next scheme will be in Stalham and will provide 61 flats. We continue to work with partners to identify other suitable sites.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 1.5.2c.2 Work with partners to ensure affordable homes meet the needs of older & disabled residents	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	31/01/2022
	Due Date	not set
Estimated end date/ Completion date	31/03/2022	
<input checked="" type="checkbox"/> 1.5.2c.3 Support the delivery of specialist housing schemes	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	31/01/2022
	Due Date	not set
Estimated end date/ Completion date	31/03/2022	

31/12/2021

<input checked="" type="checkbox"/> 1.5.2c.4 Review of the use of Disabled Facilities Grants	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	30/04/2022
	Due Date	30/06/2022
	Estimated end date/Completion date	30/06/2022

KPI update - Local Homes for Local Need

		Dec 2021
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	398
	Target (YTD)	
	Direction of change (YTD)	↑×
	Comments	
HS 001 Number of affordable homes built	Performance (YTD)	★
	Actual (Period) (YTD)	148
	Target (YTD)	75
	Direction of change (YTD)	↑✓
	Comments	

Boosting Business Sustainability and Growth

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



Latest Update





31/12/2021

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	Local Plan now published for Regulation 19 consultation. Independent examination likely by autumn 2022. It includes a range of policies designed to support all aspects of business growth including investment in town centres, expansion of businesses, tourism and supporting new inward investment on designated employment land. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/04/2023
	Estimated end date/Completion date	01/04/2023
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	●
	Comments	This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over £126 million of COVID Business Support and Grants programmes. It was further announced on the 30 December that, in addition to the ongoing grants and business support, that two further grant schemes (amounting to over £8m) will now also need to be delivered by 31 March, with a particular focus on supporting those within the leisure, hospitality and accommodation sector. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
Estimated end date/Completion date	not set	
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	Final Report is completed and has provided supporting evidence in terms of the supply and demand of employment land for the Local Plan development. Options for the Council to invest in sites / premises development for business opportunities to be developed in alignment with the Economic Growth Strategy once delivered, to meet corporate objectives and to capitalise on future funding opportunities.
	Owner	Stuart Quick
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
Estimated end date/Completion date	20/01/2022	

<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance ★ Comments The Council continues to respond to the immediate needs of our local business base, with a particular focus on responding to the leisure, hospitality and accommodation sector who have been heavily impacted by loss of trade and staff shortages. A number of other workstreams remain ongoing including the Business Recovery and Resilience grant, support for the visitor economy through the Visit North Membership Grant scheme (which will deliver a number of benefits for tourism businesses), the North Norfolk Care Academy programme and the Go Digital programme to support business digitalisation (in collaboration with Norfolk County Council). Owner: Stuart Quick Stage: In Progress Start Date: 01/04/2020 Due Date: 31/12/2021 Estimated end date/Completion date: 31/12/2021	
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance ● Comments Update agreed at Cabinet on 1 November 2021. Due date amended accordingly. As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward. Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses. Revised delivery timescale Ongoing conversation with businesses with new programme of support to be agreed by end March 2022 Owner: Stuart Quick Stage: In Progress Start Date: 04/02/2020 Due Date: 31/03/2022 Estimated end date/Completion date: 31/03/2022	

<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance  Comments	<p>Update agreed at Cabinet on 1 November 2021. Due date amended accordingly. As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward</p> <p>Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses</p> <p>Revised delivery timescale Ongoing conversation with businesses with new programme of support to be agreed by end March 2022</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance  Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>Visit North Norfolk's campaign present campaign entitled 'Hidden Gems of North Norfolk'. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers.</p> <p>Recognising the importance of this sector and the impact of pandemic at varying times, the forthcoming Visit North Norfolk Membership Scheme (funded through the Additional Restrictions Grant) will provide businesses with a 12 month subscription to help promote their business and to facilitate bookings.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	31/12/2021

<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	31/12/2021  The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we have also taken a direct role and through the delivery of a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement. 110 KickStart vacancies approved by the DWP in North Norfolk since March 2021, with 25 starts, 4 completions and 3 young people securing permanent jobs through the programme to date; 37 vacancies still line and unfilled. Work is also presently being undertaken to work with care sector to deliver a Sector Based Work Programme to provide career pathways into social care. Stuart Quick In Progress 04/02/2020 31/12/2021 31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 Update agreed at Cabinet on 1 November 2021. Due date amended accordingly. Deferred due to COVID at a Norfolk partnership level, but in recent weeks conversations around this countywide project have restarted Revised delivery timescale To be resurrected at Norfolk level in 2022 Stuart Quick In Progress 04/02/2020 31/12/2022 31/12/2021

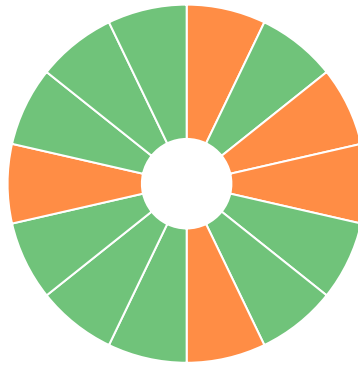
Boosting Business Sustainability and Growth Key Performance Indicator update

		Dec 2021
EG 011 Number of businesses supported	Performance (YTD)	★
	Actual (Period) (YTD)	253
	Target (YTD)	150
	Direction of change (YTD)	↑✓
	Comments	The number of business supported is significantly lower than the previous two quarters due to closure of the last phase of Covid grant support. In January additional Covid-19 grant support schemes are expected to result in increased support for local businesses.




Customer Focus

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

Latest Update



Customer Focus Delivery Plan actions update

		31/12/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	The new Customer Service Strategy was presented to Cabinet 4 October 2021 and will be followed by customer service training and a new Improvement Plan.
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/10/2021
	Estimated end date/ Completion date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	<p>The Customer Charter and Standards have been reviewed and were published as an appendix to the the Customer Service strategy in October 2021. The new Customer Standards have been shared in an all staff briefing and additional performance measures have been included in the members performance management report.</p> <p>We have drafted a Customer Services action plan identifying the key tasks required to ensure we can successfully deliver against the standards agreed upon. This is a living document that will evolve as we progress through the journey of improving Customer Focus.</p>
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	We have engaged with all NNDC staff and members, asking them to complete a customer service survey. The ServCheck survey was delivered by the ICS and assesses how Council employees view our customer service strategy, organisation, processes, and culture. The results will be measured against the ICS's model for delivering world-class customer service and will enable us to identify future areas of focus for training and development.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/03/2022

<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	★
	Comments	A Customer Service InPhase process group has been formed to push this work forward. The group are compiling a set of performance measures, using the new Customer Service Strategy as the source, to be applied to each department. Data from Workbench will be fed through to reports on InPhase which can be used by Members and Management to assess customer service performance.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
	<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance
Comments		Following the successful adoption of the Customer Service Strategy work has commenced on identifying specific projects and workstream which will significantly improve the customer experience when interacting with the Council. High priority activities have been initiated where the implementation is low cost and low risk. For example, the simplification of the telephony menus has reduced telephony interactions performance times significantly. Other changes will be implemented in parallel with longer term plans and projects to achieve improvement as quickly as possible.
Owner		Sean Kelly
Stage		In Progress
Start Date		01/06/2020
Due Date		31/03/2022
Estimated end date/ Completion date		31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	●
	Comments	<p>Work in progress with proposal being developed to publish twice yearly residents magazine with costs to be financed from the Delivery Plan Reserve subject to a further detailed report to Cabinet</p> <p>Revised delivery timescale To be agreed with new magazine proposed to be delivered in Quarter 1 and Quarter 3 2022</p>
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/05/2022

		31/12/2021
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	★
	Comments	<p>LGInform headline reports made available on the Council website to compare the Council with other similar councils across England.</p> <p>A workshop is being organised with Overview and Scrutiny Committee to explore how they wish to use benchmarking information..</p>
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	29/05/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	30/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	★
	Comments	The first Draft of the Engagement Strategy is complete and is now subject to internal discussions.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	●
	Comments	Initial preparation has commenced on looking at a suitable model of youth council for the District, ahead of contacting schools and youth organisations, with the intention of launching the NNDC Youth Council in late Spring 2022. This work has been delayed to date due to the pandemic and the impact of this on schools.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	✔
	Comments	Piloted for consultation on 2022/23 budget options in December 2021 / January 2022
	Owner	Rob Holmes
	Stage	Completed
	Start Date	01/10/2019
	Due Date	31/01/2022
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	✔
	Comments	The Communications plan has been implemented and is in operation.
	Owner	Joe Ferrari
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021

Customer Focus Key Performance Indicator update

		Dec 2021
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	27
	Direction of change (YTD)	→
	Comments	
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	0
	Direction of change (YTD)	→
	Comments	
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	307
	Target (YTD)	255
	Direction of change (YTD)	↗
	Comments	Complaints are now starting to level out in regards to all services complaints. EHO, Council Tax and Planning are still the main areas we receive complaints for and these will be highlighted with the relevant Assistant Directors. However, we are still experiencing the knock on effect of staff shortages due to recruitment and the impact of COVID-9 in regards to resources.
CS 002 Number of compliments	Performance (YTD)	★
	Actual (Period) (YTD)	34
	Target (YTD)	19
	Direction of change (YTD)	→
	Comments	

Climate, Coast and the Environment

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



Latest Update








		31/12/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	<p>Online Greenbuild 2021 took place with over 700 attendees in the first two weeks and a series of videos have been uploaded to Youtube (linked from the website) which continue to be viewed.</p> <p>An Environment Forum is planned for April 2022</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/11/2021
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	★
	Comments	<p>Phase one of the Environmental Charter will be implemented via the emerging Net-Zero Strategy and Action Plan.</p> <p>This will cover the Council's carbon baseline Action Plan to achieve Net-Zero 2030 The role that NNDC staff can play in supporting move towards Net-Zero 2030</p> <p>The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	10/05/2023

		31/12/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	The Local Plan is now published for Regulation 19 consultation. Independent examination is likely by autumn 2022. It includes a range of policies designed to support all aspects of delivering a low-carbon future including new building efficiency standards, reducing the need to travel and support for all types of renewable energy. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/04/2023
	Estimated end date/ Completion date	01/04/2023
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	★
	Comments	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Chairman's Charity support for Norfolk Wildlife Trust in 2019 – 2021.
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	Net-Zero East was commissioned in June 2021 to prepare the Carbon Reduction Strategy Action Plan - a detailed audit was complete by December 2021. The Net-Zero Strategy and Action Plan (NZSAP, incorporating carbon audit) draft was produced. To be adopted by the end of March 2022
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	A revised report template has been prepared and submitted to CLT for approval which includes reference and requirements to meet the Net Zero targets.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	26/11/2021

<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ This will cover the Council's carbon baseline Action Plan to achieve Net-Zero 2030 The role that NNDC staff can play in supporting the move towards Net-Zero 2030 The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet Annie Sommazzi In Progress 01/06/2020 30/09/2022 14/12/2023
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ NNDC are currently project managing a Community Renewal Fund 'Net-Zero Norfolk' project on behalf of the Norfolk Climate Change Partnership which, among other things, is considering a 'Community Energy Kickstarter' project which will support green energy initiatives. Annie Sommazzi In Progress 01/09/2020 not set not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ The Coastal Partnership East Business Plan is now in its final draft phase and will be published soon. Annual Action Plans are also being developed to complement and deliver the plan. Rob Goodliffe In Progress 04/02/2020 31/12/2021 28/02/2022
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation SMP Co-ordinator appointed and starting in Feb 2022. Rob Goodliffe In Progress 04/02/2020 not set not set

<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Ongoing development of Norfolk and Suffolk Coastal Transition programme - for Outline Business Case submission to the Environment Agency in early spring. Continued input into National actions to assist with delivering the Environment Agency National Flood and Coastal Erosion Risk Management Strategy Action Plan. Rob Goodliffe In Progress 04/02/2020 not set not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Ongoing development of Norfolk and Suffolk Coastal Transition programme - for Outline Business Case submission to the Environment Agency in early spring. Continued input into National actions to assist with delivering the Environment Agency National Flood and Coastal Erosion Risk Management Strategy Action Plan. Rob Goodliffe In Progress 04/02/2020 not set not set
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Tamzen Pope In Progress 04/02/2020 not set not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Continued engagement with Local Government Association Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from Coastal Partnership East team. Input into DEFRA Historic Erosion Rates project. Progression of investigations in relation to the coast and climate change through UEA secondment. Progression of Coastal Loss Innovative Funding and Finance Project which seek to provide evidence and information to influence national approach of solutions or at risk residential properties - draft outputs expected later in 2021. Rob Goodliffe In Progress 04/02/2020 31/05/2023 31/03/2023

		31/12/2021
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	50,000 trees have been planted since the tree planting project commenced in 2019. 60,000 trees will be planted by the end of the current tree planting season (March 2022).
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	Tree planting strategy developed.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	A programme of planting with community groups is ongoing including projects with Parish Councils and School groups such as Cromer Academy
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	✔
	Comments	Ongoing but replaced by 4.5.5 Tree planting strategy
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	21/10/2021
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	60,000 trees will be planted by March 2022.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/ Completion date	30/04/2023

		31/12/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	
	Comments	All works are now completed and all EVCP are now working at all sites.
	Owner	Russell Tanner
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/11/2021
	Estimated end date/ Completion date	01/11/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of further charging points	Performance	
	Comments	Initial discussions have taken place about EV charging point implementation with an installation provider .
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	
	Comments	The Local Plan is now published for Regulation 19 consultation. Independent examination is likely by autumn 2022. It includes a specific requirement for EV charging points in new developments.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	01/04/2023
	Estimated end date/ Completion date	01/04/2023
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	
	Comments	A number of options are under review, but will be progressed later in 2022.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/09/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	
	Comments	We are reviewing opportunities to install further EVCPs and will develop a suitable communications campaign alongside that.
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023

31/12/2021

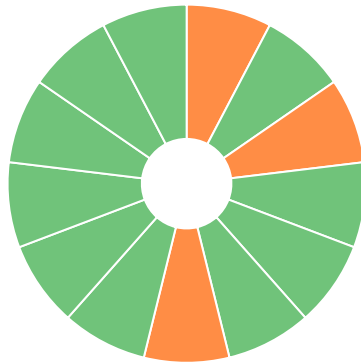
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<p style="text-align: center;">✔</p> <p>Despite being implemented during the start of the Covid-19 pandemic mobilisation of the contract went well. SERCO are implementing from June 2022 their revised target operating model which should bring greater efficiency to the operation and improve outcomes for customers.</p> <p>Scott Martin</p> <p>Completed</p> <p style="text-align: center;">04/02/2020</p> <p style="text-align: center;">31/12/2021</p> <p style="text-align: center;">31/12/2021</p>
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<p style="text-align: center;">★</p> <p>Some provisions relating to this objective have been included within the procurement of the waste contract or the solution offered by the contractor, including community engagement grants, reuse on bulky waste collections and the potential for an upcycling scheme.</p> <p>The deployment of these elements of the contract continue to experience some delays, recently due to shortages of HGV drivers having a wider impact on service delivery and the need to prioritise core services. However, officers continue to work closely with the contractor to implement these elements when it is appropriate to do so.</p> <p>Two new community fridge schemes have opened during 2021/22. Conversations are currently taking place with other potential host sites.</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. A residual waste composition analysis was carried out in late 2021 that will allow NNDC both independently and working with the NWP to undertake more targeted communication activities.</p> <p>Scott Martin</p> <p>In Progress</p> <p style="text-align: center;">04/02/2020</p> <p style="text-align: center;">not set</p> <p style="text-align: center;">31/05/2023</p>
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<p style="text-align: center;">★</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. A residual waste composition analysis was carried out in late 2021 that will allow NNDC both independently and working with the NWP to undertake more targeted communication activities.</p> <p>Scott Martin</p> <p>In Progress</p> <p style="text-align: center;">01/04/2020</p> <p style="text-align: center;">31/03/2022</p> <p style="text-align: center;">31/03/2022</p>

<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	★
	Comments	Another residual waste compostion analysis has recently been undertaken and results are expected shortly. This will allow for a more targeted approach to communications, both when working as NNDC and also as part of the Norfolk Waste Partnership.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance
Comments		Two new community fridge schemes have opened during 2021/22. Conversations are currently taking place with other potential host sites.
Owner		Scott Martin
Stage		In Progress
Start Date		04/02/2020
Due Date		not set
Estimated end date/ Completion date		not set
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract		Performance
	Comments	Whilst progress has been made on the carbon reduction plan, there remain a number of items which were within the Serco submission, related to carbon reduction, which have yet to be delivered in full. The lack of progress is predominantly related to issues caused by the pandemic and the the need to allocate resources to maintaining core service provision, for this reason the rating remains amber. Serco are currently working to produce revised baseline data in relation to their contract activities which will provide an enhanced understanding of the progress made against their target and assist the Council with the contribution towards net carbon zero. Officers are investigating a number of additional initiatives, beyond those in the bid submission which would contribute towards the net carbon zero target.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
	Estimated end date/ Completion date	not set






Quality of Life






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

Latest Update



Quality of Life Delivery Plan actions update

		31/12/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	This work will begin after the Quality of Life Strategy has been produced, a period of implementation has taken place and it is then considered necessary.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/10/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	This is being run as a medium project within the Council project management governance arrangements. There are regular project board meetings and progress is being made in accordance with the timetable set out in the project documentation and for the programmed committee date of March 2022.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	Will commence after the Quality of Life Strategy has been approved.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
	Estimated end date/Completion date	31/03/2024
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	Accessibility will be incorporated into the Quality of Life Strategy. Planning is taking place to agree the scope of the Strategy and produce a draft document.
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	04/02/2022
	Estimated end date/Completion date	04/02/2022

<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The Reef Leisure Centre opened its doors to the public on 30 November 2021. For details see the website article - https://www.north-norfolk.gov.uk/news/2021/november/the-reef-is-open/ Kate Rawlings Completed 04/02/2020 19/11/2021 31/10/2021
<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The tender document is being rewritten to reflect current construction industry trends. The tender is expected to be live by the end of March 2022 with a six week return. Russell Tanner In Progress 04/02/2020 31/12/2021 31/03/2022
<input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The operator reintroduced a number of concerts and the Christmas show which were very successful. The Christmas show achieved 68% capacity compared to pre-Covid figures. Karl Read In Progress 04/02/2020 not set not set
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The works programme for Wells and Fakenham demolition and rebuild has been delayed due to supply chain issues and construction inflation. It is back on track now but delivery is not expected 'till late summer. Public conveniences at Sheringham and North Walsham have now been added to the programme. Therefore, it is suggested completion will be by the end of financial year 2022/23. Russell Tanner In Progress 04/02/2020 31/01/2022 31/03/2023
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 Water quality classifications are expected in January 2022. All indications are that they will be positive. Karl Read In Progress 20/06/2020 not set not set

31/12/2021

<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	★
	Comments	A lot of work was carried out in December getting in touch with stakeholders and ensuring everything is in place in readiness for the event on 15 May 2022.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022
	Estimated end date/ Completion date	15/05/2022
<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	★
	Comments	
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2022
	Estimated end date/ Completion date	31/05/2022

Quality of Life Key Performance Indicator update

		Dec 2021
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Actual (Period) (YTD)	223,926
	Target (YTD)	223,926
	Direction of change (YTD)	↕
	Comments	

Financial Sustainability and Growth

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

Latest Update






Financial Sustainability and Growth Delivery Plan actions update

31/12/2021

<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	Approach to be developed as part of Zero-based Budgeting Review and consultation on 2022/23 budget and then to feed into Budget and Medium-Term Financial Strategy
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	28/02/2022
	Estimated end date/Completion date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	Performance	★
	Comments	A Draft Public Convenience Strategy will be discussed and developed with an Overview & Scrutiny Committee working group commencing in January 2022. Prior to an amended draft being presented to Cabinet.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	The Zero Based Budgeting process is being delivered. The results from that process may assist Members with their budget decision to take place at Full Council in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/Completion date	25/04/2023
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	✔
	Comments	Representations made to Government and some changes now proposed from April 2022
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	17/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	★
	Comments	The Zero Based Budgeting process is being delivered which considered team and service plans. The results from that process may assist Members with their budget decision to take place at Full Council in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	<p>The Local Government Association (LGA) are encouraging Councils to move towards a more efficient culture as a way of developing sustainable self-funding streams that reflect Council's individual priorities and place shaping aspirations and delivery of value for money (VFM) services for local residents. Consequently, the Council needs to think about how it can maximise revenue, efficiencies and VFM moving forwards – a Financial Sustainability Strategy is a key part of this in order to deliver managed change that is right for North Norfolk. Any strategy needs to be considered in the context of our key corporate objectives, flowing from the Corporate Plan and our post Covid world in terms of 'building back better'. The Financial Sustainability Strategy is currently in draft and will come through the Committee cycle later this year.</p>
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	<p>The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 prior to final approval by Full Council on 23 February 2022.</p>
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	23/02/2022
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	<p>CLT considered a opportunities paper and decided to put the project on hold until post May 2023.</p> <p>To concentrate resources on existing assets (car parks and beach chalets)</p> <ul style="list-style-type: none"> • Look at including advertising within the NNDC Magazine (agreed in the Media and Comms ZBB)
	Owner	Renata Garfoot
	Stage	Parked
	Start Date	04/02/2020
	Due Date	30/11/2022
	Estimated end date/Completion date	30/11/2023

<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	
	Comments	Draft Asset Management Plan and supporting documents will be reviewed with the new Council Leader to ensure it's in alignment with their priorities.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	
	Comments	Initial discussions have taken place with EV charging point installers.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance	
	Comments	
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/Completion date	not set

Performance Focus

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



Latest Update

		Dec 2021
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	52.18
	Target (YTD)	20.00
	Direction of change (YTD)	↓✓
	Owner	Renata Garfoot
	Comments	This measure now includes arrears from beach hut and chalets lettings. There have been a small number of tenants with arrears however it is expected that these will reduce over the coming months as the debt recover process is to be followed stringently and will result in termination of leases.
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	307
	Target (YTD)	255
	Direction of change (YTD)	↑✗
	Owner	Jane Wisson
	Comments	Complaints are now starting to level out in regards to all services complaints. EHO, Council Tax and Planning are still the main areas we receive complaints for and these will be highlighted with the relevant Assistant Directors. However, we are still experiencing the knock on effect of staff shortages due to recruitment and the impact of COVID-9 in regards to resources.

		Dec 2021
-> CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	13.28
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	James Jacobs
	Comments	<p>The way we manage face to face customers has changed since the commencement of lockdown restrictions in 2019. We have made substantial changes to this process that we plan on continuing as we move out of lockdown. Historically all face to face customers were drop ins which regularly resulted in customers queuing in the waiting area. In order to keep queuing to a minimum we put in target transaction time of 10 minutes.</p> <p>Now we offer a customer appointment system. This process ensures each customer request for a face to face meeting is triaged before an appointment is booked in. This ensures where possible the use of self-service is promoted so customers can complete their transaction themselves or alternatively where appropriate we complete their transaction over the telephone, eliminating the requirement for a face to face appointment. Customers still requiring a face to face meeting are generally considered to be the more vulnerable cases. These types of transactions are less likely in volume but more likely to take longer than 10 minutes to resolve.</p> <p>With this in mind the average transaction time performance measure has become somewhat redundant and serves little purpose. It has been agreed with the Portfolio Holder that this measure will therefore be removed from quarterly reporting to Cabinet from quarter 4 onwards.</p>
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	21.15
	Target (YTD)	80.00
	Direction of change (YTD)	✘
	Owner	Emily Capps
	Comments	<p>There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitment's a review of this nature has not occurred.</p>




		Dec 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	15.44
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitment's a review of this nature has not occurred.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Actual (Period) (YTD)	51.9
	Target (YTD)	41.0
	Direction of change (YTD)	▼
	Owner	Jeny Carroll
	Comments	December Debtor days zero, this is due to the net revenue received for the period being greater than the debtor value. Large value invoice being paid during the period.
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	▲
	Actual (Period) (YTD)	82.43
	Target (YTD)	84.15
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	The NDR collection is 82.43% against a target of 84.15% as at end of December 2021. This is a shortfall in collection of £349k. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date. Collection is still incredibly challenging, and this is despite us significantly increasing the level of enforcement activity taking place by sending texts, reminders and summons to ratepayers who have defaulted on instalments.

All other management performance measures

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



Latest Update

		Dec 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	
	Actual (Period) (YTD)	71.43
	Target (YTD)	80.00
	Direction of change (YTD)	→
	Owner	Renata Garfoot
	Comments	Vacant units have been advertised to let and rental terms have been agreed for 5 units with leases are being progressed.
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	
	Actual (Period) (YTD)	71.74
	Target (YTD)	80.00
	Direction of change (YTD)	↔✗
	Owner	Renata Garfoot
	Comments	Vacant units are being advertised to let and rental terms are being negotiated.
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	
	Actual (Period) (YTD)	100.00
	Target (YTD)	90.00
	Direction of change (YTD)	→
	Owner	Renata Garfoot
	Comments	
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.
AU 004 Percentage of audit days delivered	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	32.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.

		Dec 2021
BC 001 Building Control income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	341,048.00
	Target (YTD)	284,994.00
	Direction of change (YTD)	↓✓
	Owner	Stuart Tate
	Comments	Income level temporarily dipped in December, as is usual due to the ten days closure over Christmas and New Year. It is anticipated that the budgeted income targets will be met for the financial year 2021/22. Income up to the end of December is £341,048 against a target of £284,994.
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	16.44
	Target (YTD)	20.00
	Direction of change (YTD)	↓✓
	Owner	Trudi Grant
	Comments	We continue to work on new applications for Housing Benefit and Council Tax Support within 24 hours of the claim being submitted. We are pleased to see our speed of processing times for handling new claims has improved despite significant work volumes. We continue to monitor our performance in this area to identify blockages, improvements to working practices, and efficiencies.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	●
	Actual (Period) (YTD)	12.67
	Target (YTD)	14.00
	Direction of change (YTD)	↓✓
	Owner	Trudi Grant
	Comments	We are pleased to see our speed of processing times for handling changes in circumstances has improved despite the significant volumes of work we are handling. We have invested in online channels for efficient reporting and processing of changes. We have also started to set up system automation around electronic notifications from the DWP, which will support improved speed of processing times and reduced error.
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.26
	Target (YTD)	0.31
	Direction of change (YTD)	↑✗
	Owner	Kevin Peacock
	Comments	
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.89
	Target (YTD)	1.00
	Direction of change (YTD)	↑✗
	Owner	Kevin Peacock
	Comments	

		Dec 2021
-> CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	13.28
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	James Jacobs
	Comments	
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	●
	Actual (Period) (YTD)	79.92
	Target (YTD)	80.00
	Direction of change (YTD)	↑
	Owner	Geoff Lyon
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.59
	Target (YTD)	10.00
	Direction of change (YTD)	↓
	Owner	Geoff Lyon
	Comments	

		Dec 2021
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	12
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	
EG 009 Grants awarded (£)	Performance (YTD)	★
	Actual (Period) (YTD)	2,633,567.00
	Target (YTD)	0.00
	Direction of change (YTD)	↑✓
	Owner	Stuart Quick
	Comments	
EG 010 Number of businesses engaged via business support events	Performance (YTD)	★
	Actual (Period) (YTD)	70
	Target (YTD)	30
	Direction of change (YTD)	↑✓
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	★
	Actual (Period) (YTD)	82.13
	Target (YTD)	80.00
	Direction of change (YTD)	↑✓
	Owner	Emily Capps
	Comments	
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	24
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	134,837.75
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,733
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
	Comments	

		Dec 2021
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	1,918
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	402
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Actual (Period) (YTD)	3.34
	Target (YTD)	4.50
	Direction of change (YTD)	↑✗
	Owner	James Claxton
	Comments	
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	30
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	50
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	66
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	79,509
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Sonia Shuter
	Comments	

		Dec 2021
IT 001 Number of transactions made via the Council website	Performance (YTD)	★
	Actual (Period) (YTD)	38,644
	Target (YTD)	31,500
	Direction of change (YTD)	↕
	Owner	Rob Holmes
	Comments	
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	868
	Target (YTD)	659
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	916
	Target (YTD)	719
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	656
	Target (YTD)	250
	Direction of change (YTD)	✗
	Owner	Karl Read
	Comments	
LE 013 Income from events organised at Country Parks	Performance (YTD)	★
	Actual (Period) (YTD)	3,353.00
	Target (YTD)	2,071.00
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	392,244.00
	Target (YTD)	54,000.00
	Direction of change (YTD)	↕
	Owner	Noel Doran
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Actual (Period) (YTD)	87.59
	Target (YTD)	90.00
	Direction of change (YTD)	↕
	Owner	Noel Doran
	Comments	

		Dec 2021
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	76.92
	Target (YTD)	60.00
	Direction of change (YTD)	↕
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	2.56
	Target (YTD)	10.00
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	641,855.00
	Target (YTD)	601,128.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	372
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	★
	Actual (Period) (YTD)	81.61
	Target (YTD)	81.50
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	Council Tax collection up to 31 December 2021 is 81.61%. This is up against a target of 81.50%. This means we have an excess in expected collection of £90k.

All completed Delivery Plan Actions

All actions in the delivery plan that have been completed.

31/12/2021		
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.1: Developing and adopting a new Local Plan ■ Planning
	End Date	31/03/2020
	Description	Monitor annually the availability of brownfield sites and evaluate the opportunities these present to increase the supply of development land available in a sustainable way.
	Comments	n/r
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery ■ Strategic Housing
	End Date	20/10/2021
	Description	The Council working with stakeholders will clarify what it aims to achieve through direct delivery/ a housing company – including delivery of new homes, improvement of existing homes and supporting different tenure options e.g. private rent. Target for completion - Agreed objectives for direct delivery/ housing company.
	Comments	
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery ■ Strategic Housing
	End Date	22/12/2021
	Description	Produce an updated business case for with options and recommendations to progress (or not). Target for Completion - Updated business case.
	Comments	The business case for the housing company was re-tested and presented to Business Planning in December. The business case was not viable.
<input checked="" type="checkbox"/> 1.2.2a.4 Provide loan funding to help Registered Providers deliver affordable housing	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Key Priorities
	End Date	31/03/2021
	Description	Target for Completion - Pilot scheme in place.
	Comments	n/r
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Strategic Housing ■ Objective 1.2: Developing and implementing a new Housing Strategy
	End Date	21/07/2021
	Description	2.1 Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including: <ul style="list-style-type: none"> • engagement of key stakeholders to identify evidence and gaps in understanding; • measures which will enable the Council to better target its resources and to focus on priority issues (Risk control)
	Comments	n/r




<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2: Developing and implementing a new Housing Strategy ■ Strategic Housing
	End Date	07/01/2021
	Description	2.3 Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as: <ul style="list-style-type: none"> • selective licensing schemes • landlord accreditation • certification • grants for housing stock improvement Review complete: April 2021 Condition survey: March 2020
	Comments	n/r
<input checked="" type="checkbox"/> 1.3.1a.1 Report on housing stock condition in the district.	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.3.1a: Improving Housing Stock Condition - Private - energy & fuel poverty - Analyse cond ■ Strategic Housing
	End Date	31/03/2020
	Description	Target for Completion - report on condition survey.
	Comments	n/r
<input checked="" type="checkbox"/> 1.4.1.1 Work with Flagship to review all proposed disposals	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ■ Strategic Housing
	End Date	31/03/2021
	Description	The Council will work with Flagship to review all proposed disposals and consider alternative options (including NNDC purchase). Target for completion - monthly meetings established
	Comments	n/r
<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company.	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ■ Strategic Housing
	End Date	31/12/2021
	Description	Target for completion - updated business case for housing company
	Comments	A Business Case for a Housing Company has been re-tested - with a mix of homes for market rent and for Temporary Accommodation (which could include purchase of Flagship disposals). The business case was not viable. We continue to meet regularly with Flagship to review proposed disposals and consider alternatives, including purchase by NNDC.







<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Performance Parent Objective End Date Description Comments	✓ <ul style="list-style-type: none"> ■ Housing Options ■ Objective 1.4: Developing and implementing a Homelessness & Rough Sleepers Strategy and Action Plan 11/03/2020 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: <ul style="list-style-type: none"> • intervene early and support households to avoid homelessness; • increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and • invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 above) Strategy adoption December 2019. (Risk control) n/r
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance Parent Objective End Date Description Comments	✓ <ul style="list-style-type: none"> ■ Strategic Housing ■ Objective 1.5: Delivering new affordable homes both directly as a Council & through partnerships 28/02/2021 Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability Scheme approval; February 2021 (Risk control) n/r
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance Parent Objective End Date Description Comments	★ <ul style="list-style-type: none"> ■ Objective 2.3: Taking a proactive approach to unlocking development sites ■ Economic Growth 20/01/2022 Complete a 'Growth Sites Delivery Strategy' to realise local business growth and investment opportunities and encourage the delivery and take-up of serviced land with suitable infrastructure to support the growth of local businesses. Multiple projects over full term. Final Report is completed and has provided supporting evidence in terms of the supply and demand of employment land for the Local Plan development. Options for the Council to invest in sites / premises development for business opportunities to be developed in alignment with the Economic Growth Strategy once delivered, to meet corporate objectives and to capitalise on future funding opportunities.
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance Parent Objective End Date Description Comments	✓ <ul style="list-style-type: none"> ■ Objective 2.6: Encouraging links between local education providers, apprentices and businesses ■ Economic Growth 31/03/2021 Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan. n/r

<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 2.7: Facilitating the transition of our town centres ■ Legal
	End Date	31/01/2021
	Description	<p>Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities. Due date 2024</p> <p>Evaluate and report on the outcomes of the Market Towns Initiative and other local town centre projects, publishing examples of best practice for other towns to follow. Due date Spring 2021</p> <p>Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres.</p>
	Comments	n/r
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management ■ CR - Open Culture ■ A better customer experience
	End Date	27/08/2021
	Description	<p>Undertake a Customer Contact Survey to understand:</p> <ul style="list-style-type: none"> • How well we deliver to our customer needs • Service specific issues • Ideas for reshaping our services to better meet customer needs
	Comments	n/r
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management ■ CR - Open Culture
	End Date	31/10/2021
	Description	<p>Review and refine our Customer Strategy, to:</p> <ul style="list-style-type: none"> • respond to the survey findings • improve the way that we understand our customers' changing needs/preferences • better serve our customers • embed customer focused service delivery throughout the Council (Risk control)
	Comments	The new Customer Service Strategy was presented to Cabinet 4 October 2021 and will be followed by customer service training and a new Improvement Plan.
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ CR - Looking Outwards ■ Democratic Services ■ Objective 3.4: Developing an Engagement Strategy
	End Date	14/04/2021
	Description	<p>Establish quarterly forums with Town and Parish Councils, to:</p> <ul style="list-style-type: none"> • strengthen our relationship with communities • share information • seek views • identify actions • inform policy development
	Comments	n/r

31/12/2021

<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ Climate & Environment
	End Date	30/04/2021
	Description	Establish Environment Panels to: <ul style="list-style-type: none"> • Garner ownership • Reflect opinions • Identify actions • Inform policy development
	Comments	n/r
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portal key corporate projects/works	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ IT Web
	End Date	31/12/2021
	Description	
	Comments	Piloted for consultation on 2022/23 budget options in December 2021 / January 2022
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement Communications Strategy	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Communications and Public Relations ■ Objective 3.4: Developing an Engagement Strategy
	End Date	31/12/2021
	Description	New Delivery Plan action being added September 2020.
	Comments	The Communications plan has been implemented and is in operation.
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.1: Developing and implementing an Environmental Charter and Action Plan ■ Climate & Environment
	End Date	30/06/2021
	Description	Develop an action plan, draft, adopt and publish Environment Charter.
	Comments	n/r
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.2: Developing and implementing a new Local Plan ■ Planning Policy
	End Date	31/12/2021
	Description	Formulate, implement and monitor policies and projects that protect and enhance the natural and built environment of the District, its local distinctiveness, biodiversity, contribution to the quality of life of residents and the role they play in boosting the local economy; working with local communities to develop projects to achieve this.
	Comments	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Chairman's Charity support for Norfolk Wildlife Trust in 2019 – 2021.
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions ■ Climate & Environment
	End Date	21/10/2021
	Description	Implement, together with partner organisations, community groups and other interested parties
	Comments	Ongoing but replaced by 4.5.5 Tree planting strategy

 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.6: Introducing Electric vehicle charging facilities ■ Property Services
	End Date	01/11/2021
	Description	<p>Develop a delivery plan for early installation of Electric Vehicle (EV) charging points on the Council owned car parks and at Council offices, then install the agreed 34 initial charging points (to demonstrate leadership).</p> <p>Outcome Completion of 34 charge points</p>
	Comments	All works are now completed and all EVCP are now working at all sites.
 4.7.1 Implement the waste contract	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.7: Waste Collection ■ Environment and Leisure
	End Date	31/12/2021
	Description	
	Comments	<p>Despite being implemented during the start of the Covid-19 pandemic mobilisation of the contract went well.</p> <p>SERCO are implementing from June 2022 their revised target operating model which should bring greater efficiency to the operation and improve outcomes for customers.</p>
 5.4.1 Formulate and publish an accessibility guide	Performance	★
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 5. 4: Developing and implementing an Accessibility Guide for the District ■ Digital Mailroom & TICs
	End Date	04/02/2022
	Description	<p>Formulate and publish a guide (in appropriate, traditional and novel formats) to help communities:</p> <ul style="list-style-type: none"> • promote engagement • tackle isolation • improve accessibility to all (e.g. beach wheelchairs, community transport initiatives) • address the needs of people with conditions that impact upon their quality of life (e.g. dementia)
	Comments	<p>Accessibility will be incorporated into the Quality of Life Strategy. Planning is taking place to agree the scope of the Strategy and produce a draft document.</p>

 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 5. 5: Delivery of new leisure centre at Sheringham ■ Corporate Delivery Unit
	End Date	31/10/2021
	Description	<p>Develop the new leisure centre to replace the Splash, in order to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:</p> <ul style="list-style-type: none"> - encourage people to lead and maintain active and healthy lifestyles - provide a range of modern and innovative fitness equipment accessible to all - encourage the development of physical activity programmes oriented to the needs of all sections of the local community - introduce even the youngest residents to fun and beneficial leisure activities - provide opportunities to address specific health conditions (e.g. via social prescribing)
	Comments	<p>The Reef Leisure Centre opened its doors to the public on 30 November 2021.</p> <p>For details see the website article - https://www.north-norfolk.gov.uk/news/2021/november/the-reef-is-open/</p>
 5.11.1 Community support initiatives review	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 5.11: Development of strong, sustainable and healthy local communities ■ Health and Communities
	End Date	02/02/2021
	Description	<p>Review existing funding initiatives and investigate new schemes that assist local communities in addressing their needs and improving community wellbeing, via grants and community development support.</p> <p>Provide support and advice to local community organisations to help them access external funding opportunities and develop initiatives that address local needs and support community sustainability</p> <p>Facilitate community initiatives, in accordance with the Quality of Life Strategy, that aim to improve the physical and mental wellbeing of local residents</p>
	Comments	n/r
 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Finance ■ Revenues ■ Resources
	End Date	17/12/2021
	Description	<p>Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby central government jointly with other similarly affected Councils and supporting organisations to add weight to the argument</p>
	Comments	<p>Representations made to Government and some changes now proposed from April 2022</p>

<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Leisure and Localities ■ Key Priorities
	End Date	23/02/2022
	Description	<p>Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services</p> <p>The new policy needs to reflect: the needs of local residents; the vitality of town centres; visitor demand; and provide best value for council tax payers</p>
	Comments	The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 prior to final approval by Full Council on 23 February 2022.
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 6.3: Forming a development company to take our property ambitions forward ■ Estates and Assets
	End Date	02/02/2021
	Description	Explore options for investing in the provision of medical centre development/health care facilities
	Comments	n/r