

# Managing Performance

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# Managing Performance

## Overview

Continued progress has been made over Quarter 4 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 2021 and early weeks of 2022 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.
- During the fourth quarter 80 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (87 households). 163 new affordable homes have been completed during the 2021/22 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant achievement.
- The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7 March 2022 and has an ambitious programme of work related to increasing domestic fuel costs, compounding an already significant issue for many North Norfolk households.

## Boosting Business Growth and Sustainability

- As the country and District look to move on from the COVID pandemic with work from home restrictions being lifted at the end of January the work of the Economic Growth Team has focussed on supporting future business growth – reinstating contacts with key businesses and handling a small number of potentially significant business enquiries through the provision of advice, discussion with partners etc – including the recent positive announcement by the Academy of Robotics to establish their operations in the development of autonomous vehicles at the former RAF Neatishead site, which has been vacant for over 15 years.
- Good progress has been made during the quarter on the detailed plans for the North Walsham Heritage Action Zone programme with works commencing on the Church Approach area and at The Cedars building with proposals for the wider Market Place improvements being finalised.
- Work has continued on developing a new Economic Growth Strategy for the District which will now be presented to Cabinet in July 2022 following pre-scrutiny<sup>1</sup>

consultation.

## **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. These measures will be based on measuring outcomes relating to: ease of access, level of service delivered first time, levels of satisfaction with the service received and staff delivering the service, whether complementary services were offered.
- 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 timelier manner. This new system was launched during this quarter and is currently being embedded across the Council.
- Planning performance has continued to improve during Quarter 4 from a low base seen in Quarters 1 and 2 of 2021/22 due to the implementation of the new back office system, with performance now being at a level comparable to neighbouring and similar authorities, as evidenced in the tables at Appendix B.

# Managing Performance

Quarterly Report Chief Executive's Overview - continued

## **Quality of Life**

- Following the opening of the new £12.7million The Reef Leisure Centre on 30 November 2021, rates of membership and participation have exceeded expectations and demonstrate how much the Council's investment in good quality leisure and fitness centres is valued.
- During the quarter the District Council learned that its bid to Government submitted in September 2021 for funds through the national Changing Places programme had been successful in being awarded £300,000 towards the provision of public toilet facilities in the district for people with complex health and mobility needs. This was one of the largest awards in the country and will allow the Council to deliver on its pledge of seeing the provision of one such facility in each of the District's seven principal settlements. During the quarter works began on schemes to provide such facilities and new public toilets at Stearmans Yard in Wells and Queens Road, Fakenham.

## **Financial Sustainability and Growth**

- Adoption of the 2022/23 budget by Full Council at its meeting of 23 February 2022 informed by the successful completion of the Zero-Based Budgeting process and subsequent issuing of Council Tax bills to over 55,000 accounts.
- Continued focus by the Revenues Team on the payment of Omicron business grants where once again the authority was in the top ten nationally in terms of numbers and value of grants paid during this period.
- Following the Chancellors Spring Statement on 23 March, which included local authorities making £150 Energy Rebate payments to some Council Tax account holders initial discussions took place with county partners and software providers about how such payments would be administered by the Council.






## **Conclusion**

Continued strong 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 2021 and the early weeks of 2022 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
<b>n/r</b>	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
<b>not set</b>	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
<b>?</b>	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	
<b>-</b> Measure is a quarterly measure so there is no data reported for this month	

# Delivery Plan 2019-2023

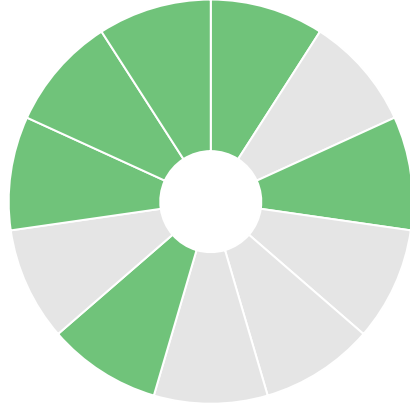


## Overview

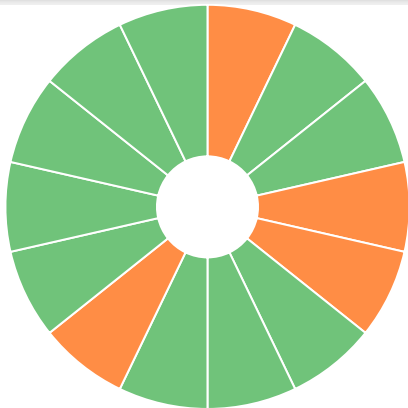
Local Homes for Local Need



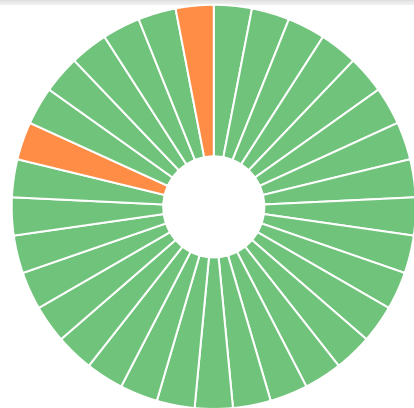
Boosting Business Sustainability and Growth



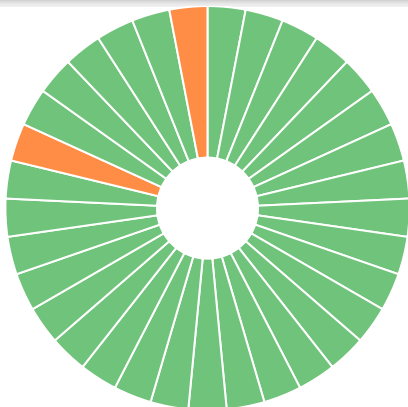
Customer Focus



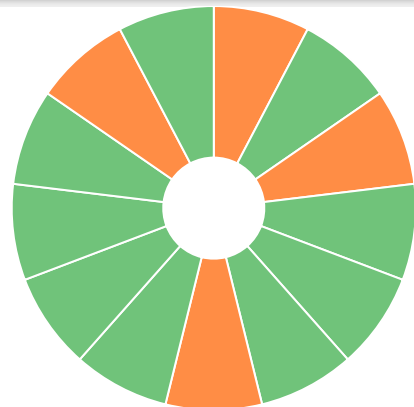
Climate, Coast and the Environment



Financial Sustainability and Growth



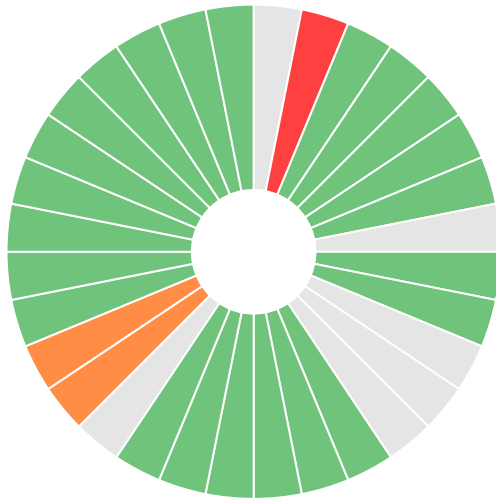
Quality of Life



## 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





		31/03/2022
<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	Report with recommendation to be brought to CLT late March but not achieved.
	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	During the year 21/22 the Community Housing Enabler has supported consultation events held at Salthouse, Swanton Novers (x2), Swanton Abbott and Thursford. The Community Housing Enabler has also provided Overstrand PC, Mundesley PC and Wells TC with help on aspects of their neighbourhood plans. These will be reported in the Annual Monitoring report on affordable housing which we will share with the portfolio holder and publish on the Council's website.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	31/03/2022
	Due Date	30/04/2022
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	✱
	Comments	Homes England has accepted the principle of s106 and grant funding on the same site. Our pilot is the Broadland exceptions site in Northrepps. The planning permission is for 10 affordable and nine market homes. The s106 allows for an increase in the number of affordable homes if Homes England provide grant.
	Owner	Graham Connolly
	Stage	Completed
	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	Complete as per the report to Cabinet on 28 March 2022.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/04/2021
	Due Date	02/04/2022
	Estimated end date/Completion date	31/03/2022

		31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	✔
	Comments	Energy Officer, Dulcie Walsh, started in post on 7th March 2022.
	Owner	Graham Connolly
	Stage	Completed
	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	The Energy Officer is developing publicity material which sets out the Council's offer. This will be used to raise awareness of availability of grant and be targeted to groups and locations with high numbers of households in fuel poverty.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	08/04/2022
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures	Performance	★
	Comments	The publicity material - flyer is due to complete this week. The flyer (electronic version) will be sent to target parishes (those with high numbers of households in fuel poverty). The flyer will also be used to raise awareness amongst target households (identified from the Council's BRE database). Additional actions planned as part of the promotion campaign include information on the Council's website and some social media activity to encourage people to look for information on the Council website.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	30/04/2022
<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

		31/03/2022
<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
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	★
	Comments	Promotional material is being used to target landlords. We are in discussions with one of the country estates about grant funding for improvements to some of their tenanted properties.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	Performance	★
	Comments	The Council's Energy Officer has used the BRE database to identify initial target parishes and property clusters. These will be the focus of initial contact with parish councils and individual households. Further target parishes and property clusters will be identified in future to ensure there are sufficient priority applicants to use available grant.
	Owner	Graham Connolly
	Stage	Completed
	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 were considered by Business Planning in February and resulting actions (publicity & trailing) are being implemented. The deadline for delivery of the promotion campaign and training has been moved back to December 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022

31/03/2022

<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 were considered by Business Planning in February and it was concluded that the council should not provide mortgages.
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/03/2022
	<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance
Comments		National First Homes Policy position adopted with appropriate reference to be made with the Local Plan at submission stage.
Owner		Nicky Debbage
Stage		Completed
Start Date		01/01/2022
Due Date		30/04/2022
Estimated end date/ Completion date		02/04/2022
<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 won a National Housing Award for innovation. Development Committee approved plans for the next scheme in Stalham in March 2022, which 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	31/12/2028
	Estimated end date/ Completion date	31/12/2028
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2022
	Due Date	31/08/2022
	Estimated end date/ Completion date	31/08/2022

<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	●
	Comments	<p>Through our membership with the Institute of Customer Services, in December/January 2021/22 an all staff Customer Service survey was delivered. The survey was used to assess how employees view our customer service strategy, organisation, processes, and culture.</p> <p>With the HR training budget now agreed, in collaboration with HR, an action plan is in development off the back of analysing the survey results. The results will enable us to identify specific areas for focus and furthermore establish a specification for a customer focused staff training programme, used when procuring a training provider. Work is ongoing in creating the specification.</p>
	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"/> 3.4.1 Develop an Engagement Strategy	Performance	●
	Comments	<p>The draft Engagement Strategy is currently subject to consultation with wider stakeholders. There was some delay as priority was given to the Quality of Life Strategy. The Draft strategy will be subject to pre scrutiny at a future O&amp;S meeting.</p>
	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	<p>Cabinet approved the establishment of a Youth Council at their meeting on 28th March 2022. The British Youth Council will provide support and training during the early stages to ensure that the Youth Council becomes well established.</p>
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	<p>Revised report template prepared and approved by CLT. This will be rolled out in autumn 2022.</p>
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	30/09/2022

31/03/2022

<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	Strategy approved at Cabinet on 29 November 2021.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	<p>The COVID-19 pandemic has significantly altered waste composition and collection patterns and hence two further waste composition analyses were undertaken during 2021/22. The results of this process will be used to undertake more targeted interventions to improve waste reduction and recycling performance improvements in 2022/23.</p> <p>Due date amended to March 2023 as this is an ongoing action.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	★
	Comments	The Quality of Life Strategy has been drafted and consultation is underway with a number of stakeholders. The document will be discussed at a Scrutiny Panel at a date in April and subject to consultation responses is scheduled to go to the 3 May Cabinet meeting.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	03/05/2022

<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> <p>Estimated end date/ Completion date</p>	<p style="text-align: center;">★</p> <p>Phase 1 North Walsham town centre Place Making public realm improvement construction works commenced as planned February at Church Approach (Shambles). Good progress being made.</p> <p>Cedars Grade II listed building contractors appointed and commenced work in February</p> <p>Building Improvement Grants scheme - 25 Expressions of interest received from property owners and lease holders. Three grant applications approved by Historic England. Work already commenced on site on two buildings carrying out repairs, reinstating architectural feature and bringing vacant floorspace back into use.</p> <p>A number of arts and cultural activities are being planned and delivered by the Cultural Consortium over the next few months. Additional uplift funding was secured from Historic England in March 2022. This additional funding and the Y2 budgeted HE funding was defrayed before year end. New Anglia LEP agreed a capital transfer swap to secure remaining LEP funding to be spent in Y3 2022-23.</p> <p>Jenni Jordan</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/03/2024</p> <p>31/03/2024</p>
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> <p>Estimated end date/ Completion date</p>	<p style="text-align: center;">★</p> <p>On 24 March 2022 the Council received confirmation of the success of its application for funds from the Government Changing Places Programme with £300,000 of funding secured which was one of the largest allocations nationally. Works already open at a site at Stearmans Yard, Wells, and Queen's Road, Fakenham, with these schemes scheduled for completion end of June 2022. Further works are starting in May at New Road North Walsham. Final stages of tender preparation for the Leas, Sheringham and Vicarage Street, North Walsham are underway.</p> <p>Russell Tanner</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/01/2022</p> <p>31/03/2023</p>
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status (2021)	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> <p>Estimated end date/ Completion date</p>	<p style="text-align: center;">★</p> <p>Applications for all Blue Flag and Green Flag sites were submitted on time and results are expected imminently for the blue flag. Judging of Holt Country Park is set for May 31st, with Sadlers Wood and Pretty Corner being mystery shopped this year. Announcement for Green Flags are usually around July.</p> <p>Colin Brown</p> <p>Completed</p> <p>20/06/2020</p> <p>02/04/2022</p> <p>02/04/2022</p>

31/03/2022

<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	✔
	Comments	The Zero Based Budget was signed off at Full Council in February 2022. A lessons learned exercise is currently being carried out.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/ Completion date	28/02/2022
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	✔
	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 and received final approval by Full Council on 23 February 2022. Car Park Order is in the process of being consulted on.
	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 Key Performance Indicator Update

		Mar 2022
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	↓
	Comments	This is the yearly indicator reported in October each year to Government as part of the CTB1 Government Return and the figures have decreased from 564 in October 2020 to 477 in October 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement board.
	Actual (Period) (YTD)	477
	Target (YTD)	
	Direction of change (YTD)	↓ ✓
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	The service has seen a steady rise of customers approaching the service due to their current housing no longer meeting their needs, this can be due to a number of reasons for example, an increase in homelessness presentations due to private landlords issuing no fault Section 21 notices, overcrowded, medical need. These are the reasons that a higher level of housing need would be awarded.
	Actual (Period) (YTD)	416
	Target (YTD)	
	Direction of change (YTD)	↑ ✗
HS 001 Number of affordable homes built	Performance (YTD)	★
	Comments	The number of new affordable homes delivered in 2021/22 is 160, which is significantly above the target of 100. There is a long lead-in time for new homes (3+ years) so annually delivery can go up or down.
	Actual (Period) (YTD)	163
	Target (YTD)	100
	Direction of change (YTD)	↓ ✓






Local Homes for Local Need Delivery Plan actions update

31/03/2022

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022 subject to resolution of current issues relating to water pollution (nutrient neutrality). 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		n/r
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	n/r
	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	Report with recommendation to be brought to CLT late March but not achieved.
	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	<p>During the year 21/22 the Community Housing Enabler has supported consultation events held at Salthouse, Swanton Novers (x2), Swanton Abbott and Thursford. The Community Housing Enabler has also provided Overstrand PC, Mundesley PC and Wells TC with help on aspects of their neighbourhood plans. These will be reported in the Annual Monitoring report on affordable housing which we will share with the portfolio holder and publish on the Council's website.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	31/03/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	✔
	Comments	<p>Homes England has accepted the principle of s106 and grant funding on the same site. Our pilot is the Broadland exceptions site in Northrepps. The planning permission is for 10 affordable and nine market homes. The s106 allows for an increase in the number of affordable homes if Homes England provide grant.</p>
	Owner	Graham Connolly
	Stage	Completed
	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	Complete as per the report to Cabinet on 28 March 2022.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/04/2021
	Due Date	02/04/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.1 Consider sites for Coastal roll-back	Performance	★
	Comments	<p>NNDC has been selected as one of two LAs to pilot the Governments Coastal Transition Acceleration Programme (CTAP). In year 1 of the the Council will explore a range of options, undertake research and share findings. It seems sensible to undertake this Housing Strategy objective as part of the CTAP year 1 work. We have reset the target completion date to align with the CTAP work.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023

<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	Performance	▲
	Comments	Report with recommendation to be brought to CLT late March but this was not achieved.
	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"/> 1.2.2b.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	NCC working on designs and surveys to allow installation of roundabout from late September 2022. Ongoing liaison with Savills over access land arrangements and temporary diversion of Water Moor Lane.
	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	In 2021/22 the CHF funded one new affordable home (see comment from 15/3/22). This is an ongoing objective and we have moved the deadline back to 31/3/23 to enable us to monitor delivery in 2022/23.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	31/03/2022
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<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	Energy Officer, Dulcie Walsh, started in post on 7th March 2022.
	Owner	Graham Connolly
	Stage	Completed
	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	The Energy Officer is developing publicity material which sets out the Council's offer. This will be used to raise awareness of availability of grant and be targeted to groups and locations with high numbers of households in fuel poverty.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	08/04/2022

<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ The publicity material - flyer is due to complete this week. The flyer (electronic version) will be sent to target parishes (those with high numbers of households in fuel poverty). The flyer will also be used to raise awareness amongst target households (identified from the Council's BRE database). Additional actions planned as part of the promotion campaign include information on the Council's website and some social media activity to encourage people to look for information on the Council website. Graham Connolly In Progress 01/01/2022 31/03/2022 30/04/2022
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	n/r Graham Connolly Not Started 01/07/2022 30/09/2022 30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	n/r Graham Connolly Not Started 01/07/2022 30/09/2022 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 Owner Stage Start Date Due Date Estimated end date/ Completion date	n/r Graham Connolly Not Started 01/01/2023 31/03/2023 31/03/2023
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Promotional material is being used to target landlords. We are in discussions with one of the country estates about grant funding for improvements to some of their tenanted properties. Graham Connolly In Progress 01/01/2022 31/03/2022 30/06/2022



<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	Performance	
	Comments	The Council's Energy Officer has used the BRE database to identify initial target parishes and property clusters. These will be the focus of initial contact with parish councils and individual households. Further target parishes and property clusters will be identified in future to ensure there are sufficient priority applicants to use available grant.
	Owner	Graham Connolly
	Stage	Completed
	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	n/r
	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 were considered by Business Planning in February and resulting actions (publicity & trailing) are being implemented. The deadline for delivery of the promotion campaign and training has been moved back to December 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/12/2022

<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 were considered by Business Planning in February and it was concluded that the council should not provide mortgages.
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/03/2022
	<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance
Comments		National First Homes Policy position adopted with appropriate reference to be made with the Local Plan at submission stage.
Owner		Nicky Debbage
Stage		Completed
Start Date		01/01/2022
Due Date		30/04/2022
Estimated end date/ Completion date		02/04/2022
<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	Investigated opportunities to work with Benjamin Foundation (Youth housing organisation) to provide move-on housing using modular construction. No site has yet been identified. Other housing associations to be contacted to consider shared housing as part of new developments.
	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		A temporary post in Housing Options is about to be created to deliver this action and recruitment will take place in May 2022.
Owner		Nicky Debbage
Stage		In Progress
Start Date		01/02/2022
Due Date		30/04/2022
Estimated end date/ Completion date		30/04/2022

<input checked="" type="checkbox"/> 1.4.b.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.b.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	Progress with delivery of actions in the Homelessness & Rough Sleeper Strategy will form part of the annual report 2021/22 and will help inform a new/revised H&RS Strategy. The deadline for delivery of the report has been set as June 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	30/06/2022
	Estimated end date/Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	Performance	✔
	Comments	The Council now has a portfolio of 16 TA units (including the 5 x Rough Sleeper units with the recent completion of Lushers Passage). An annual budget of £250k for TA purchase has been established and the Council continues to look for opportunities / funding to help to provide good quality TA options to homeless households.
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	30/06/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

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. This work will be ongoing for the next 12-18 months hence the deadline for delivery of this project has been moved to March 2023
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
	<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	Performance
Comments		Norfolk wide 'Safer Accommodation Strategy' was completed and signed off by members in January 2022. Target hardening works to all council owned temporary accommodation is ongoing when NNDC properties become void, this does mean that not all properties will have been target hardened by March 2022 but these works will be part of normal tenancy changeover / BAU works.
Owner		Nicky Debbage
Stage		Completed
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 won a National Housing Award for innovation. Development Committee approved plans for the next scheme in Stalham in March 2022, which 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	31/12/2028
	Estimated end date/ Completion date	31/12/2028
	<input checked="" type="checkbox"/> 1.5.2c.2 Work with partners to ensure affordable homes meet the needs of older & disabled residents	Performance
Comments		An annual delivery report on affordable housing, including analysis of home built, community led activity, etc. is being produced. This report will be shared with the Portfolio Holder and published on the Council's website. The report will be available by end of April 2022.
Owner		Nicky Debbage
Stage		In Progress
Start Date		31/01/2022
Due Date		30/04/2022
Estimated end date/ Completion date		30/04/2022

<input checked="" type="checkbox"/> 1.5.2c.3 Support the delivery of specialist housing schemes	Performance	★
	Comments	An annual delivery report on affordable housing, including analysis of planning permissions, homes built, community led activity, etc. is being produced. This report will be shared with the Portfolio Holder and published on the Council's website. The report will be available by end of April 2022.
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	31/01/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022
	<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

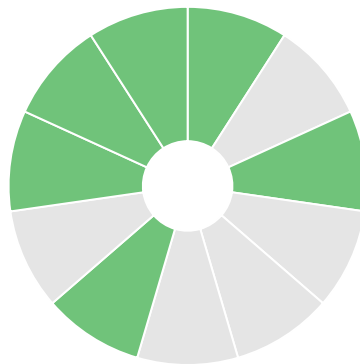
## Boosting Business Sustainability and Growth

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


#### Boosting Business Sustainability and Growth Key Performance Indicator update

		Mar 2022
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	Over the last two years the Economic Growth team has worked tirelessly to support businesses through what has been an incredibly challenging trading period. This has entailed the delivery of a range of Covid support grants and working with businesses to ensure they can continue trading. However, we have also recognised that, off the back of the pandemic, a number of opportunities to grow and/or diversify that have presented themselves. The team is working closely with businesses to support them to take advantage of these opportunities..
	Actual (Period) (YTD)	671
	Target (YTD)	200
	Direction of change (YTD)	↑✓



31/03/2022

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022 subject to resolution of water pollution issues (nutrient neutrality). 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		n/r
Owner		Stuart Quick
Stage		In Progress
Start Date		01/04/2022
Due Date		31/08/2022
Estimated end date/Completion date		31/08/2022
<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		n/r
Owner		Stuart Quick
Stage		In Progress
Start Date		11/04/2022
Due Date		30/07/2022
Estimated end date/Completion date		30/07/2022

<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	25/04/2022
	Due Date	30/07/2022
	Estimated end date/ Completion date	30/07/2022
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	25/04/2022
	Due Date	30/07/2022
	Estimated end date/ Completion date	30/07/2022
<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>Recognising the importance of this sector and the impact of pandemic at varying times, the Council recently created the Visit North Norfolk Membership Scheme (funded through the Additional Restrictions Grant-now closed) which provided businesses with a 12 month subscription to help promote their business, to facilitate bookings and to provide relevant Covid information. 172 businesses were supported through this scheme, which has more than doubled VNN's Membership.</p> <p>Visit North Norfolk's present campaign - 'Experience North Norfolk' - highlights experiences in north Norfolk themed by culture, fun, nature, history, food and drink and freedom (outdoor activities). Many visitors look for experiences that can be enjoyed on their holiday and this influences their choice of destination. This video showcases the wide variety of activities that can be carried out in 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>
	Owner	Stuart Quick
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/03/2022



31/03/2022

<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	11/04/2022
	Due Date	31/08/2022
	Estimated end date/ Completion date	31/08/2022
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	★
	Comments	NNDC are developing ideas for use of the Social Prosperity Fund to further inclusive growth initiatives in North Norfolk. This will be included in the submitted Local Infrastructure Plan in summer 2022 for delivery over the next three financial years.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/12/2022

## 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 Key Performance Indicator update


		Mar 2022
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	4
	Target (YTD)	36
	Direction of change (YTD)	→
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	4
	Target (YTD)	0
	Direction of change (YTD)	→
CS 001 Number of complaints	Performance (YTD)	▲
	Comments	During Quarter 2 we saw an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services.  Overall for the year despite this issue the number of complaints has shown a decrease in numbers towards the end of the financial year which means that the total number of complaints is only slightly higher than expected.
	Actual (Period) (YTD)	354
	Target (YTD)	330
	Direction of change (YTD)	↗✗
CS 002 Number of compliments	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	49
	Target (YTD)	25
	Direction of change (YTD)	↕✓



**Customer Focus Delivery Plan actions update**

		31/03/2022
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	n/r
	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	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	22/03/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	<p>Through our membership with the Institute of Customer Services, in December/January 2021/22 an all staff Customer Service survey was delivered. The survey was used to assess how employees view our customer service strategy, organisation, processes, and culture.</p> <p>With the HR training budget now agreed, in collaboration with HR, an action plan is in development off the back of analysing the survey results. The results will enable us to identify specific areas for focus and furthermore establish a specification for a customer focused staff training programme, used when procuring a training provider. Work is ongoing in creating the specification.</p>
	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 Owner Stage Start Date Due Date Estimated end date/ Completion date	 <p>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. There have been issues with progressing this work but they are in the process of being resolved and work on this is about to resume.</p> Helen Thomas In Progress 01/06/2020 31/12/2021 30/06/2022
<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 <p>Work continues to improve the user experience for users of Council services. Recent initiatives include the Councils telephone number being included in all out bound calls. Several new webforms have also been released and more are in development. An online property portal has also been developed allowing users to correctly identify all property in the district. An online booking system has been created allowing self service booking of appointments. Changes to the telephony menu and call back offering have simplified and improved contacting the Council.</p> Sean Kelly In Progress 01/06/2020 31/03/2022 31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 <p>Work in progress with proposal being developed to publish twice yearly residents magazine with costs to be financed from the Delivery Plan Reserve. The new magazine is proposed to be delivered in Quarter 1 and Quarter 3 2022.</p> Joe Ferrari In Progress 04/02/2020 31/03/2022 31/05/2022

<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	<p>LGInform headline reports have been made available on the Council website to compare the Council with other similar councils across England.</p> <p>A briefing was held with Overview and Scrutiny Members to choose measures the Committee would like to review. An initial set of measures was chosen and is due to be considered by the Committee. Overview and Scrutiny Committee have requested a workshop be organised to explore how they wish to use benchmarking information. This is in the planning stages at present.</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 draft Engagement Strategy is currently subject to consultation with wider stakeholders. There was some delay as priority was given to the Quality of Life Strategy. The Draft strategy will be subject to pre scrutiny at a future O&S meeting.
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	Cabinet approved the establishment of a Youth Council at their meeting on 28th March 2022. The British Youth Council will provide support and training during the early stages to ensure that the Youth Council becomes well established.
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
	<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance
Comments		n/r
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	n/r
	Owner	Joe Ferrari
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	31/12/2021



# Climate, Coast and the Environment

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

## Latest Update

### Climate, Coast and the Environment Key Performance Indicator update

		Mar 2022
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?!
	Comments	The carbon footprint figure for 2021/22 will be available in autumn 2022. The most recent figure (for 2020/21) is 4866 tCO2e a decrease on the previous year (5034 tCO2e).
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
EC 002 Number of trees planted	Performance (YTD)	★
	Comments	NNDC have now planted over 70,000 trees, with 50,000 trees planted in the 2021/22 planting season.
	Actual (Period) (YTD)	50,000
	Target (YTD)	40,000
	Direction of change (YTD)	↕✓





Climate, Coast and the Environment Delivery Plan actions update

		31/03/2022
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	Environment Forums were set up originally to inform policy and the steps the Council should take to address the climate emergency. Through Environment Forum events, and Greenbuild, this feedback has been garnered and has resulted in the developed and adoption of the Environmental Charter and Net Zero Strategy and Action Plan. As these documents are now adopted it seems appropriate to cease the Environment Forum as the original intentions have been fulfilled
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	30/11/2021
	Estimated end date/ Completion date	06/05/2022
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	Delivery of Climate Change animation in August 2021 - From August 2021 Weekly Green message on social media channels - From August 2021 Proposals for Virtual Greenbuild programme in November 2021 - Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	Greenbuild 2022 will continue to raise awareness of environmental issues and the work the council is doing to address these
	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	This is an ongoing piece of work - the NZSAP Board will focus on many areas contained within the Environmental Charter.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	10/05/2023
	Estimated end date/ Completion date	10/05/2023

<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination 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		n/r
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	
	Owner	Robert Young
	Stage	Completed
	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	Revised report template prepared and approved by CLT. This will be rolled out in autumn 2022.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	30/09/2022
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	This will be covered by the Council's Net Zero Strategy and Action Plan which sets the course to achieve Net-Zero 2030.  The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet .
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	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. The Council is also exploring the potential to deliver a solar carport energy scheme at The Reef, Sheringham. 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	★  Rob Goodliffe In Progress 04/02/2020 31/12/2021 31/07/2022
<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	★  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	★ North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP). Year one is funded by DEFRA to complete an Outline Business Case which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion. Details are yet to be finalised but key actions will be the development of a Transition Plan, long term sustainability, practical activities to assist people and learning to help shape future government policy and assist other local authorities.  To take part in CTAP the North Norfolk element of the previously reported Norfolk and Suffolk Coastal Transition programme has had to be removed.  This new initiative will significant assist in supporting NNDC and coastal communities an businesses. 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	<p>North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP). Year one is funded by DEFRA to complete an Outline Business Case which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion. Details are yet to be finalised but key actions will be the development of a Transition Plan, long term sustainability, practical activities to assist people and learning to help shape future government policy and assist other local authorities.</p> <p>To take part in CTAP the North Norfolk element of the previously reported Norfolk and Suffolk Coastal Transition programme has had to be removed.</p> <p>This new initiative will significant assist in supporting NNDC and coastal communities an businesses.</p> <p>Continued input into Local Government Association Coastal Adaptation Working Party and National Coastal Group action plans to contribute towards coastal management approaches.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	
	Owner	Tamzen Pope
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	<p>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 - reports expected to be completed in early summer.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
	Estimated end date/ Completion date	31/03/2023

31/03/2022

<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	70,000 trees have been planted in total (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 agreed at Cabinet on 29 November 2021..
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	✔
	Comments	n/r
	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	Strategy approved at Cabinet on 29 November 2021.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	✔
	Comments	n/r
	Owner	Russell Tanner
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/11/2021
	Estimated end date/ Completion date	01/11/2021

		31/03/2022
<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	
	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	
	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	Work is progressing on a key initiative, now that a GDPR issue has been resolved.
	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	
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	✔
	Comments	n/r
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	★
	Comments	
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	31/05/2023

		31/03/2022
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	<p>The COVID-19 pandemic has significantly altered waste composition and collection patterns and hence two further waste composition analyses were undertaken during 2021/22. The results of this process will be used to undertake more targeted interventions to improve waste reduction and recycling performance improvements in 2022/23.</p> <p>Due date amended to March 2023 as this is an ongoing action.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	✔
	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/03/2022
Estimated end date/ Completion date	31/03/2022	
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	✔
	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
Estimated end date/ Completion date	31/03/2022	
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	
	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 Key Performance Indicator update





		Mar 2022
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	▲
	Comments	From September 2018 through until Cabinet 29 November 2021 we have allocated £1.237m pounds for toilet improvements across the district recognising their value as key infrastructure in support of the district's visitor and town centre economies and as amenities for local residents.
	Actual (Period) (YTD)	203,642.63
	Target (YTD)	475,000.00
	Direction of change (YTD)	n/a
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Comments	Facilities are being installed at Stearmans Yard, Wells and Queen's Road, Fakenham due to be completed by June 2022..Two further facilities are to provided in North Walsham and Sheringham by March 2023.
	Actual (Period) (YTD)	0
	Target (YTD)	2
	Direction of change (YTD)	➔
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	A positive increase in participation numbers at the district council leisure facilities has been seen since the lifting of lockdown measures. A further increase in participation has been seen since the opening of The Reef leisure centre in Sheringham at the end of November 2021.
	Actual (Period) (YTD)	360,567
	Target (YTD)	360,567
	Direction of change (YTD)	↕✓
LE 015 Number of Blue Flag beaches	Performance (YTD)	★
	Comments	The six Blue Flag beaches have been classified as 'excellent' again during 2021, so we are able to apply for Blue Flag awards at those locations again for 2022.  Applications were submitted in January 2022.
	Actual (Period) (YTD)	6
	Target (YTD)	6
	Direction of change (YTD)	➔
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Comments	All three Green Flags retained in 2021/22.
	Actual (Period) (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	➔



Quality of Life Delivery Plan actions update

		31/03/2022
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	The Quality of Life Survey was parked as the Covid pandemic was likely to significantly skew the outcome. The survey will be undertaken in the future, once the Quality of Life Strategy has been adopted and sufficient time has elapsed to allow implementation to begin.
	Owner	Steve Hems
	Stage	Parked
	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	The Quality of Life Strategy has been drafted and consultation is underway with a number of stakeholders. The document will be discussed at a Scrutiny Panel at a date in April and subject to consultation responses is scheduled to go to the 3 May Cabinet meeting.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	03/05/2022
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	●
	Comments	Implementation of the Quality of Life Strategy will commence once it has been approved/adopted, which should be in May 2022
	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 <span style="float: right;">★</span> Comments Phase 1 North Walsham town centre Place Making public realm improvement construction works commenced as planned February at Church Approach (Shambles). Good progress being made. Cedars Grade II listed building contractors appointed and commenced work in February Building Improvement Grants scheme - 25 Expressions of interest received from property owners and lease holders. Three grant applications approved by Historic England. Work already commenced on site on two buildings carrying out repairs, reinstating architectural feature and bringing vacant floorspace back into use. A number of arts and cultural activities are being planned and delivered by the Cultural Consortium over the next few months. Additional uplift funding was secured from Historic England in March 2022. This additional funding and the Y2 budgeted HE funding was defrayed before year end. New Anglia LEP agreed a capital transfer swap to secure remaining LEP funding to be spent in Y3 2022-23.	
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance <span style="float: right;">✔</span> Comments Accessibility has been incorporated into the Quality of Life Strategy. Further thought is being given to strengthen the text and objectives around accessibility to reflect the investment being made by the authority in the provision of Changing Places Facilities and the provision of additional beach wheelchairs, which is increasing the districts appeal as an inclusive place and visitor destination.	
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance <span style="float: right;">✔</span> Comments n/r	Owner Kate Rawlings Stage Completed Start Date 04/02/2020 Due Date 19/11/2021 Estimated end date/ Completion date 31/10/2021

<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	Performance	
	Comments	Tender document prepared for future works required to safeguard the structural integrity of Cromer Pier with the contract anticipated to be let in quarter 1 of the 2022/23 reporting year.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier	Performance	
	Comments	A programme of shows and events are planned and advertised for 2022.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	
	Comments	On 24 March 2022 the Council received confirmation of the success of its application for funds from the Government Changing Places Programme with £300,000 of funding secured which was one of the largest allocations nationally. Works already open at a site at Stearmans Yard, Wells, and Queen's Road, Fakenham, with these schemes scheduled for completion end of June 2022. Further works are starting in May at New Road North Walsham. Final stages of tender preparation for the Leas, Sheringham and Vicarage Street, North Walsham are underway.
	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 (2021)	Performance	
	Comments	Applications for all Blue Flag and Green Flag sites were submitted on time and results are expected imminently for the blue flag. Judging of Holt Country Park is set for May 31st, with Sadlers Wood and Pretty Corner being mystery shopped this year. Announcement for Green Flags are usually around July.
	Owner	Colin Brown
	Stage	Completed
	Start Date	20/06/2020
	Due Date	02/04/2022
	Estimated end date/Completion date	02/04/2022

<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	★
	Comments	On target to be delivered as planned on Sunday May 15th.
	Owner	Colin Brown
	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	<p>Pending the completion of the quality of life survey I have continued to research funding general opportunities, sharing information with partners and local community groups as appropriate. Most recently working with Cromer Art Space who are opening a new art hub at the Art Deco building on Cromer Prom, working with the National Gallery to create a new project Pictures Around Cromer, The National Gallery Collection and exploring an application to become an NPO, via the Levelling up Fund. I have continued to work on and develop the DHC, and plan a Heritage lottery application soon to support this as well as helping to delivery with linked projects such as the Mammoth Marathon. The GogoDiscover Art Trail will feature 7 mammoth in our district with 3 mammoth locations along the DHC trail including Cromer Pier as well as 4 inland at sites such as Holt Country Park. We have also made progress with the North Walsham Cultural Programme, building additional capacity and supporting community projects such as the Big Bash to increase further community engagement and awareness of the scheme.</p>
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2022
	Estimated end date/ Completion date	31/05/2022

## 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 Key Performance Indicator update

		Mar 2022
AC 001 Council Tax Band D (NNDC element) (£)	Performance (YTD)	n/a
	Comments	Council Tax rates for 2022/23 were set by Full Council at its meeting on 23 February 2022.
	Actual (Period) (YTD)	153.72
	Target (YTD)	
	Direction of change (YTD)	→



**Financial Sustainability and Growth Delivery Plan actions update**

		31/03/2022
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	✔
	Comments	Approach developed as part of Zero-based Budgeting Review and consultation on 2022/23 budget and then to fed into Budget and Medium-Term Financial Strategy.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	30/06/2021
	Due Date	28/02/2022
	Estimated end date/Completion date	28/02/2022
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	Performance	★
	Comments	O&S working panel are continuing to work on the Draft Strategy.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	29/07/2022
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	✔
	Comments	The Zero Based Budget was signed off at Full Council in February 2022. A lessons learned exercise is currently being carried out.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/Completion date	28/02/2022
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	✔
	Comments	n/r
	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	Zero based budgeting which included a review of all service cost was completed in February 2022.
	Owner	Lucy Hume
	Stage	Completed
	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 Owner Stage Start Date Due Date Estimated end date/ Completion date	★ 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. Duncan Ellis In Progress 04/02/2020 31/12/2022 31/12/2022
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	✓ 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 and received final approval by Full Council on 23 February 2022. Car Park Order is in the process of being consulted on. Duncan Ellis Completed 04/02/2020 31/03/2022 23/02/2022
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	● Given the number of property transactions the Council has progressed/ is progressing at this time no further work has been undertaken in respect of advertising and sponsorship opportunities. Renata Garfoot Parked 04/02/2020 30/11/2022 30/11/2023

<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	The Asset Management Plan has been updated further with regards to the councils requirements in relation to guarantors for commercial property leases. The updated plan will progress through the governance process.  Due date has been removed as it is a continuous action.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	30/04/2023
	<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance
Comments		Research is currently being undertaken to provide an options paper regarding a 'phase two' roll out of EVCPs. A Request for Information was submitted earlier this month and some indicative costings should be established by July 2022.
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	This piece of work will be lead by the Estates and Assets team and will be overseen by the Net Zero Strategy and Action Plan Board
	Owner	Annie Sommazzi
	Stage	In Progress
	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, quarterly and annual measures.



### Latest Update

		Mar 2022
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Comments	Debt over 90 days for rent arrears remains very low. The bulk of the debt relates to outstanding beach hut and chalet payments. The Councils debt recovery policy is followed in relation to all arrears.
	Actual (Period) (YTD)	44.18
	Target (YTD)	20.00
	Direction of change (YTD)	↓
	Owner	Renata Garfoot
CS 001 Number of complaints	Performance (YTD)	▲
	Comments	<p>During Quarter 2 we saw an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services.</p> <p>Overall for the year despite this issue the number of complaints has shown a decrease in numbers towards the end of the financial year which means that the total number of complaints is only slightly higher than expected.</p>
	Actual (Period) (YTD)	354
	Target (YTD)	330
	Direction of change (YTD)	↗
	Owner	Jane Wisson
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Comments	As previously stated, the actual performance does not reflect the low achievement reflected in the data. Again it has been suspected that errors have been responsible for preventing the correct reporting of figures, This has been an active area of investigation with Serco. However the sudden increase in performance from the 31st of March, suggests that the issues may have been resolved.
	Actual (Period) (YTD)	24.36
	Target (YTD)	80.00
	Direction of change (YTD)	↓
	Owner	James Ashby
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Comments	According to our management systems, the actual performance in this area is running contrary to the data currently presented for this period. As before it is suspected that there is some error in the reporting of this information. The root cause of this error is still being investigated, but is expected to be resolved before the next period of reporting.
	Actual (Period) (YTD)	16.06
	Target (YTD)	80.00
	Direction of change (YTD)	↓
	Owner	James Ashby

		Mar 2022
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Comments	The current position relates to the difference of sundry income invoices raised in the period compared to cash received. This position has been influenced by the timing of a number of large invoices raised ahead of the financial year end.
	Actual (Period) (YTD)	47.6
	Target (YTD)	41.0
	Direction of change (YTD)	↓✓
	Owner	Jeny Carroll
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	★
	Comments	The 99.24% NDR in-year collection performance as of 31 March 2022 shows collection higher than the 2021/22 target of 98.70%. This figure has been confirmed as part of the QRC4 Government Return.
	Actual (Period) (YTD)	99.19
	Target (YTD)	98.70
	Direction of change (YTD)	↑✓
	Owner	Sean Knight

This report does not contain any data

## All other management performance measures

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














Latest Update

		Mar 2022
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	80.95
	Target (YTD)	80.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	73.51
	Target (YTD)	80.00
	Direction of change (YTD)	↕✓
	Owner	Renata Garfoot
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	98.15
	Target (YTD)	90.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Comments	Data has been requested from the Internal Audit team.
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Comments	Data has been requested from the Internal Audit team.
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
AU 004 Percentage of audit days delivered	Performance (YTD)	?
	Comments	Data has been requested from the Internal Audit team.
	Actual (Period) (YTD)	
	Target (YTD)	33.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
BC 001 Building Control income (£)	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	451,063.00
	Target (YTD)	379,992.00
	Direction of change (YTD)	↕✓
	Owner	Stuart Tate

BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Comments	<p>Over the last financial year the service has continued to receive a higher numbers of new claims for financial support and higher numbers of reported changes in circumstances due to the coronavirus pandemic which has made a significant impact on the economy and the jobs market. Although the economy is improving we are now seeing the cost of living rising and in December 2021 inflation reached its highest recorded level in decades, affecting the ability of households to afford goods and services.</p> <p>The service has seen a number of experienced Benefit Officers join other services in the council through secondments or leave council employment. This has put additional pressure on the Benefits Service through ongoing recruitment and training. Whilst we bring our staffing establishment up to full capacity our speed of processing times have slightly dropped although not significantly. Our end of year performance for new claims was 16.25 days and for changes in circumstances this was 12.92 days. Both still within our performance targets.</p>
	Actual (Period) (YTD)	16.25
	Target (YTD)	20.00
	Direction of change (YTD)	↑x
	Owner	Trudi Grant
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	●
	Comments	<p>Over the last financial year the service has continued to receive a higher numbers of new claims for financial support and higher numbers of reported changes in circumstances due to the coronavirus pandemic which has made a significant impact on the economy and the jobs market. Although the economy is improving we are now seeing the cost of living rising and in December 2021 inflation reached its highest recorded level in decades, affecting the ability of households to afford goods and services.</p> <p>The service has seen a number of experienced Benefit Officers join other services in the council through secondments or leave council employment. This has put additional pressure on the Benefits Service through ongoing recruitment and training. Whilst we bring our staffing establishment up to full capacity our speed of processing times have slightly dropped although not significantly. Our end of year performance for new claims was 16.25 days and for changes in circumstances this was 12.92 days. Both still within our performance targets.</p>
	Actual (Period) (YTD)	12.92
	Target (YTD)	14.00
	Direction of change (YTD)	↑x
	Owner	Trudi Grant



		Mar 2022
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	0.25
	Target (YTD)	0.31
	Direction of change (YTD)	✓
	Owner	Kevin Peacock
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	0.95
	Target (YTD)	1.00
	Direction of change (YTD)	✗
	Owner	Kevin Peacock
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/pr	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs

		Mar 2022
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	
	Comments	The impacts of the increase in the cost of living and economic uncertainty mean fewer applications come forward. The department will monitor impacts against year on year trends.
	Actual (Period) (YTD)	79.67
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	0.39
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	8
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Geoff Lyon
EG 009 Grants awarded (£)	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	3,457,630.00
	Target (YTD)	0.00
	Direction of change (YTD)	
	Owner	Stuart Quick
EG 010 Number of businesses engaged via business support events	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	70
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Quick
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	84.08
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	James Ashby

		Mar 2022
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Comments	The Panel met on 30th March 2022 to consider grant applications between £1k & £15K. Nine new applications plus three applications whose decisions were deferred from the December 2021 Panel were considered. The Panel recommended that ten grants totalling £57,356.25 were approved, one was deferred and one refused.
	Actual (Period) (YTD)	34
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Sonia Shuter
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 30th March 2022 to consider grant applications between £1K & £15K. Nine new applications and three deferred application totalling £95,800.49 were presented to the Panel. They recommended that ten applications were awarded grant funding totalling £57,356.25. One application was deferred and one refused.
	Actual (Period) (YTD)	192,194.00
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Sonia Shuter
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	2,702
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	1,887
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	388
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	5.52
	Target (YTD)	6.00
	Direction of change (YTD)	↑✗
	Owner	James Claxton

		Mar 2022
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	56
	Target (YTD)	
	Direction of change (YTD)	↕✓
	Owner	Nicky Debbage
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	54
	Target (YTD)	
	Direction of change (YTD)	↕✓
	Owner	Sonia Shuter
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	97
	Target (YTD)	
	Direction of change (YTD)	↕✓
	Owner	Sonia Shuter
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	77,054
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Sonia Shuter
IT 001 Number of transactions made via the Council website	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	53,907
	Target (YTD)	42,000
	Direction of change (YTD)	↕✓
	Owner	Rob Holmes
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	894
	Target (YTD)	689
	Direction of change (YTD)	↕✓
	Owner	Colin Brown
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	940
	Target (YTD)	759
	Direction of change (YTD)	↕✓
	Owner	Colin Brown

		Mar 2022
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	1,834
	Target (YTD)	1,448
	Direction of change (YTD)	↕
	Owner	Colin Brown
LE 013 Income from events organised at Country Parks	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	3,437.00
	Target (YTD)	2,211.00
	Direction of change (YTD)	↕
	Owner	Colin Brown
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	472,248.00
	Target (YTD)	72,000.00
	Direction of change (YTD)	↕
	Owner	Jo Furner
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Comments	The Council's performance dipped in April 2021. In April 2021, a total of 39 FOI requests were received and due to late responses from a variety of departments, despite reminders sent by the Legal department, only 30 requests were responded to within the statutory 20 working days. Performance varied around the target throughout the year (seven months above target and five months below) but the April figure had a significant impact on performance resulting in the annual target being missed by 0.58%. More recently (the last five months) the target has been exceeded.
	Actual (Period) (YTD)	89.42
	Target (YTD)	90.00
	Direction of change (YTD)	↕
	Owner	Jo Furner
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	87.80
	Target (YTD)	60.00
	Direction of change (YTD)	↕
	Owner	Geoff Lyon
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	2.44
	Target (YTD)	10.00
	Direction of change (YTD)	↕
	Owner	Geoff Lyon

		Mar 2022
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
PL 001 Planning income (£)	Performance (YTD)	●
	Comments	The impacts of the increase in the cost of living and economic uncertainty create fewer applications. The department will monitor impacts against year on year trends.
	Actual (Period) (YTD)	797,831.00
	Target (YTD)	801,504.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	534
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
RV 009 Percentage of Council Tax collected	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	98.09
	Target (YTD)	98.20
	Direction of change (YTD)	↕
	Owner	Sean Knight

		Apr 2021	Apr 2022
EG 003 Non-Domestic (Business) Rates Base (total number of properties)	Performance (YTD)		
	Actual (Period) (YTD)		7,901
	Target (YTD)		
	Direction of change (YTD)	↓	↓
	Owner	Stuart Quick	Stuart Quick
	Comments		

## All completed Delivery Plan Actions



All actions in the delivery plan that have been completed.

31/03/2022		
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.1: Developing and adopting a new Local Plan</li> <li>■ Planning</li> </ul>
	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.
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery</li> <li>■ Strategic Housing</li> </ul>
	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.
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery</li> <li>■ Strategic Housing</li> </ul>
	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.
<input checked="" type="checkbox"/> 1.2.2a.4 Provide loan funding to help Registered Providers deliver affordable housing	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>
	End Date	31/03/2021
	Description	Target for Completion - Pilot scheme in place.
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>
	End Date	31/01/2022
	Description	Work with Homes England to make the case for higher grant rates and/or ability to use grant with cross-subsidy from market homes. Target for completion - Pilot mixed funding scheme proposal to Homes England.
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>
	End Date	31/03/2022
	Description	Use s106 commuted sums to provide top-up funding for affordable housing for schemes which would otherwise not be viable. Target for completion - Annual budget approved.

<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Objective/ Service	<ul style="list-style-type: none"> <li>■ Strategic Housing</li> <li>■ Objective 1.2: Developing and implementing a new Housing Strategy</li> </ul>
	End Date	21/07/2021
	Description	<p>2.1 Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including:</p> <ul style="list-style-type: none"> <li>• engagement of key stakeholders to identify evidence and gaps in understanding;</li> <li>• measures which will enable the Council to better target its resources and to focus on priority issues (Risk control)</li> </ul>
<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.2: Developing and implementing a new Housing Strategy</li> <li>■ Strategic Housing</li> </ul>
	End Date	07/01/2021
	Description	<p>2.3 Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as:</p> <ul style="list-style-type: none"> <li>• selective licensing schemes</li> <li>• landlord accreditation</li> <li>• certification</li> <li>• grants for housing stock improvement</li> </ul> <p>Review complete: April 2021 Condition survey: March 2020</p>
<input checked="" type="checkbox"/> 1.3.1a.1 Report on housing stock condition in the district	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.3.1a: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Analyse cond</li> <li>■ Strategic Housing</li> </ul>
	End Date	31/03/2020
	Description	Target for Completion - report on condition survey.
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Improve ener</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>
	End Date	31/01/2022
	Description	<p>Employ a dedicated Energy Officer to work alongside the Environmental Policy Team to give focus to development and delivery of energy efficiency policy and schemes.</p> <p>Target for Completion - New officer in post</p>
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.3.1c: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Target</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>
	End Date	31/03/2022
	Description	<p>The Council will use the Building Research Establishment Stock Condition Database to target properties for energy efficiency improvement works.</p> <p>Target for Completion - targeting approach in place.</p>
<input checked="" type="checkbox"/> 1.4.1.1 Work with Flagship to review all proposed disposals	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes</li> <li>■ Strategic Housing</li> </ul>
	End Date	31/03/2021
	Description	<p>The Council will work with Flagship to review all proposed disposals and consider alternative options (including NNDC purchase).</p> <p>Target for completion - monthly meetings established</p>

<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes</li> <li>■ Strategic Housing</li> </ul>
	End Date	31/12/2021
	Description	Target for completion - updated business case for housing company
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>
	End Date	31/03/2022
	Description	The council will research current mortgage availability and consider whether the council itself should become a mortgage lender for shared ownership and other low cost home ownership homes if there is a significant gap in availability. Target for completion - report with recommendations
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership</li> <li>■ Strategic Housing</li> <li>■ Legal</li> <li>■ Key Priorities</li> </ul>
	End Date	02/04/2022
	Description	The Council will ensure that, through appropriate housing policies and policy in the emerging Local Plan, the government's new low cost home ownership product First Homes is implemented effectively – to deliver locally affordable home ownership options Target for completion - Include in new Local Plan (September) and then detailed policy & processes
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Objective/ Service	<ul style="list-style-type: none"> <li>■ Housing Options</li> <li>■ Objective 1.4: Developing and implementing a Homelessness &amp; Rough Sleepers Strategy and Action Plan</li> </ul>
	End Date	11/03/2020
	Description	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"> <li>• intervene early and support households to avoid homelessness;</li> <li>• increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and</li> <li>• 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)</li> </ul> Strategy adoption December 2019. (Risk control)
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.5.1b: Vulnerable Residents - Prevent Homelessness &amp; Help for those Homeless - Strategy</li> <li>■ Strategic Housing</li> <li>■ Housing Options</li> <li>■ Estates and Assets</li> </ul>
	End Date	31/03/2022
	Description	The Council will deliver four units of move on accommodation for rough sleepers and explore options to provide better forms of temporary accommodation, including further direct delivery of temporary housing.  Target for completion - Four units of rough sleeper accommodation - June 2021, Complete the conversion of Lushers Passage - January 2022, Review Property and Asset management processes - March 2022

<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 1.5.2a: Supporting Vulnerable Residents - Provision of Specialist Housing - Domestic Abuse</li> <li>■ Strategic Housing</li> <li>■ People Services</li> <li>■ Housing Options</li> </ul>
	End Date	31/03/2022
	Description	<p>The Council will work with Norfolk County Council to develop and deliver a strategy to provide safe accommodation and support to those fleeing domestic abuse</p> <p>Target for completion - Contribute to the development and delivery of the strategy. - January 2022, Complete target hardening works to all council owned temporary accommodation. March 2022</p>
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Objective/ Service	<ul style="list-style-type: none"> <li>■ Strategic Housing</li> <li>■ Objective 1.5: Delivering new affordable homes both directly as a Council &amp; through partnerships</li> </ul>
	End Date	28/02/2021
	Description	<p>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</p> <p>Scheme approval; February 2021 (Risk control)</p>
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 2.3: Taking a proactive approach to unlocking development sites</li> <li>■ Economic Growth</li> </ul>
	End Date	20/01/2022
	Description	<p>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.</p> <p>Multiple projects over full term.</p>
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Objective/ Service	<ul style="list-style-type: none"> <li>■ Economic Growth</li> <li>■ Objective 2.5: Providing support and advice for new business start-ups and growing businesses</li> </ul>
	End Date	31/03/2022
	Description	New Delivery Plan Action added September 2020.
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 2.6: Encouraging links between local education providers, apprentices and businesses</li> <li>■ Economic Growth</li> </ul>
	End Date	31/03/2021
	Description	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan.
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 2.7: Facilitating the transition of our town centres</li> <li>■ Legal</li> </ul>
	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>

<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 3.1: Developing a new Customer Charter with published service standards</li> <li>■ Customer Services Management</li> </ul>
	End Date	27/08/2021
	Description	Undertake a Customer Contact Survey to understand: <ul style="list-style-type: none"> <li>• How well we deliver to our customer needs</li> <li>• Service specific issues</li> <li>• Ideas for reshaping our services to better meet customer needs</li> </ul>
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 3.1: Developing a new Customer Charter with published service standards</li> <li>■ Customer Services Management</li> </ul>
	End Date	31/10/2021
	Description	Review and refine our Customer Strategy, to: <ul style="list-style-type: none"> <li>• respond to the survey findings</li> <li>• improve the way that we understand our customers' changing needs/preferences</li> <li>• better serve our customers</li> <li>• embed customer focused service delivery throughout the Council (Risk control)</li> </ul>
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 3.1: Developing a new Customer Charter with published service standards</li> <li>■ Customer Services Management</li> </ul>
	End Date	22/03/2022
	Description	Develop an action plan and draft, adopt and publish Customer Charter, to set out how we will: <ul style="list-style-type: none"> <li>• listen to our customers views about what service they want to receive from the Council</li> <li>• establish clearly what customers can expect from us based on that feedback</li> <li>• reflect best practice</li> </ul>
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Objective/ Service	<ul style="list-style-type: none"> <li>■ Democratic Services</li> <li>■ Objective 3.4: Developing an Engagement Strategy</li> </ul>
	End Date	14/04/2021
	Description	Establish quarterly forums with Town and Parish Councils, to: <ul style="list-style-type: none"> <li>• strengthen our relationship with communities</li> <li>• share information</li> <li>• seek views</li> <li>• identify actions</li> <li>• inform policy development</li> </ul>
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 3.4: Developing an Engagement Strategy</li> <li>■ Democratic Services</li> <li>■ Key Priorities</li> </ul>
	End Date	31/03/2022
	Description	Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to: <ul style="list-style-type: none"> <li>• better understand the views of younger people in the community</li> <li>• reflect opinions</li> <li>• identify actions</li> <li>• inform policy development</li> </ul>
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 3.4: Developing an Engagement Strategy</li> <li>■ Climate &amp; Environment</li> </ul>
	End Date	30/04/2021
	Description	Establish Environment Panels to: <ul style="list-style-type: none"> <li>• Garner ownership</li> <li>• Reflect opinions</li> <li>• Identify actions</li> <li>• Inform policy development</li> </ul>

<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 3.4: Developing an Engagement Strategy</li> <li>■ IT Web</li> </ul>
	End Date	31/12/2021
	Description	
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Objective/ Service	<ul style="list-style-type: none"> <li>■ Communications and Public Relations</li> <li>■ Objective 3.4: Developing an Engagement Strategy</li> </ul>
	End Date	31/12/2021
	Description	New Delivery Plan action being added September 2020.
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.1: Developing and implementing an Environmental Charter and Action Plan</li> <li>■ Climate &amp; Environment</li> </ul>
	End Date	06/05/2022
	Description	<p>Establish a framework by which the Council can work with interested parties as climate champions – organisations/individuals who will make collective or personal pledges to take the steps to reduce emissions and address the impacts of climate change. Environment panels will be set up in order to:</p> <ol style="list-style-type: none"> <li>a. garner ownership</li> <li>b. reflect opinions</li> <li>c. identify actions</li> <li>d. inform policy development</li> </ol>
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.1: Developing and implementing an Environmental Charter and Action Plan</li> <li>■ Climate &amp; Environment</li> </ul>
	End Date	30/06/2021
	Description	Develop an action plan, draft, adopt and publish Environment Charter.
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.2: Developing and implementing a new Local Plan</li> <li>■ Planning Policy</li> </ul>
	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.
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.3: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> <li>■ Climate &amp; Environment</li> <li>■ Sustainable Growth</li> </ul>
	End Date	14/12/2023
	Description	Undertake a baseline carbon audit and formulate a carbon reduction action plan to set out: * the actions that can be implemented in the short-term to reduce carbon emissions from Council's activities * the trajectory needed to reduce emissions to zero by 2030 * the longer-term activities and investments necessary to maintain the identified course.
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> <li>■ Climate &amp; Environment</li> </ul>
	End Date	13/05/2022
	Description	Formulate ideas, look at best practice, undertake options appraisal/ cost-benefit analysis, implementation methods and identify key partners, with alternative options and contingencies in order that target is met.


		31/03/2022
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> <li>■ Climate &amp; Environment</li> </ul>
	End Date	21/10/2021
	Description	Implement, together with partner organisations, community groups and other interested parties
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> <li>■ Key Priorities</li> <li>■ Climate &amp; Environment</li> </ul>
	End Date	13/05/2022
	Description	Continue to develop and roll-out more rapidly the Council's programme of tree-planting in support of the stated ambition to plant 110,000 over the four-year term of this Council.
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.6: Introducing Electric vehicle charging facilities</li> <li>■ Property Services</li> </ul>
	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>
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.7: Waste Collection</li> <li>■ Environment and Leisure</li> </ul>
	End Date	31/12/2021
	Description	
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.7: Waste Collection</li> <li>■ Environmental Services</li> </ul>
	End Date	31/03/2022
	Description	Establish data collection systems to understand all forms of consumption, recycling and re-use, and understand the local waste streams (waste composition analyses); then collect, analyse, interpret and report upon local waste production and disposal rates, trends and trajectories.
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 4.7: Waste Collection</li> <li>■ Environmental Services</li> </ul>
	End Date	31/03/2022
	Description	Implement local community waste reduction measures, e.g. community fridges.
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 5. 4: Developing and implementing an Accessibility Guide for the District</li> <li>■ Digital Mailroom &amp; North Norfolk Visitor Centre</li> </ul>
	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"> <li>• promote engagement</li> <li>• tackle isolation</li> <li>• improve accessibility to all (e.g. beach wheelchairs, community transport initiatives)</li> <li>• address the needs of people with conditions that impact upon their quality of life (e.g. dementia)</li> </ul>

<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 5. 5: Delivery of new leisure centre at Sheringham</li> <li>■ Corporate Delivery Unit</li> </ul>
	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"> <li>- encourage people to lead and maintain active and healthy lifestyles</li> <li>- provide a range of modern and innovative fitness equipment accessible to all</li> <li>- encourage the development of physical activity programmes oriented to the needs of all sections of the local community</li> <li>- introduce even the youngest residents to fun and beneficial leisure activities</li> <li>- provide opportunities to address specific health conditions (e.g. via social prescribing)</li> </ul>
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status (2021)	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 5. 8: Blue Flag and Green Flag status for the Council's beaches and open spaces</li> <li>■ Leisure and Localities</li> <li>■ Key Priorities</li> </ul>
	End Date	02/04/2022
	Description	<p>Continue to maintain and, where appropriate, improve the quality and accessibility of our public open spaces and beaches. Promote their use for a wide variety of events and activities that meet the health and wellbeing needs of the local community and attract visitors to the area</p> <p>Develop a programme of sustained improvement and investigate innovative investment opportunities in order to ensure that our open spaces and beaches are attractive and available for all to enjoy and, where appropriate, meet the criteria for Green and Blue Flag awards</p> <p>Blue Flag May 2020 Green flag July 2020</p>
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 5.11: Development of strong, sustainable and healthy local communities</li> <li>■ Health and Communities</li> </ul>
	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>



<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> <li>■ Finance</li> </ul>
	End Date	28/02/2022
	Description	<p>Establish a baseline against which to review and control fees and charges to support the full cost recovery of services</p> <p>Charges for discretionary services should reflect the actual cost of the provision of the service and not be cross subsidised from council tax or other sources of income. Where appropriate additional charges should be introduced to fund the costs of new or increased services (e.g. charging developers for the provision of domestic waste bins on new residential developments)</p>
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> <li>■ Finance</li> <li>■ Key Priorities</li> </ul>
	End Date	28/02/2022
	Description	Trial zero based budgeting (ZBB) alongside enhanced engagement with service managers to encourage a focus on what costs are necessary to run the services and enable Council resources to be directed more effectively to where there are most needed
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> <li>■ Finance</li> <li>■ Revenues</li> <li>■ Resources</li> </ul>
	End Date	17/12/2021
	Description	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
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> <li>■ Finance</li> </ul>
	End Date	31/03/2022
	Description	Zero Based Budgeting will happen Council-wide next year, while preparing the 2022-23 budget. There have been delays due to COVID, resulting in a full ZBB exercise not being possible for the 2021-22 budget round. Two small services (likely to be Elections and Coastal Management) will use a more zero based approach when budget setting this year to trial the process. A detailed plan for delivery of Zero Based Budgeting Council-wide will be produced in early Summer 2021.
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Objective/ Service	<ul style="list-style-type: none"> <li>■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> <li>■ Leisure and Localities</li> <li>■ Key Priorities</li> </ul>
	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>

31/03/2022

 6.3.2 Explore options for investing in medical centre development/health care facilities	Objective/ Service	<ul style="list-style-type: none"><li>■ Objective 6.3: Forming a development company to take our property ambitions forward</li><li>■ Estates and Assets</li></ul>
	End Date	02/02/2021
	Description	Explore options for investing in the provision of medical centre development/health care facilities