



annual action plan 2015/16

small government
big society

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Introduction

North Norfolk District Council's Corporate Plan 2012-15: small government, big society, sets out the council's priorities until 2015. It guides business decisions to ensure that the council is well-run and able to meet its objectives. And in line with the Coalition Government's localism agenda, NNDC is putting the interests of local communities at the heart of everything it does – local decisions and local actions for the benefit of local communities.

The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2012-2015, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- jobs and the local economy
- housing and infrastructure
- coast, countryside and built heritage
- localism, and
- the proposed means of delivering the vision.

These priorities were drawn up following two years of consultation and discussions with members of the local community and reflect the concerns and ambitions raised over that period. Success in meeting these aims will involve making some difficult choices. We must ensure that our spending is focussed on the things that really matter to local people and businesses. The Corporate Plan 2012-15 is available for online viewing.

This document is the fourth Annual Action Plan, giving detail of how the priorities in the Corporate Plan will be realised over the forthcoming 12 months from 1 April 2015 to 31 March 2016. It builds on, and adds to, the work done in the first three Annual Action Plans. The plan is designed to deliver change that will meet the needs and aspirations of all the people of North Norfolk including particular issues facing young people and older persons. It takes account of the remaining work that needs to be done as a result of the storm surge in December 2013.

A key element of the plan will be the implementation of the Business Transformation Programme which includes the Customer Management Strategy 2014-2017 and the IT Strategy 2014-2017.

Regular dialogue continues to take place with Parish and Town Councils and other local bodies so as to ensure that local communities are involved and engaged with District Council actions and some of the results of that dialogue are included in this plan.

January 2015

What we want to achieve: A district with a thriving economy offering better jobs and prospects for local people

What we are going to do and how we will achieve it

A

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

- 1** We will formulate and deliver a Growth Plan for North Norfolk, linked to the New Anglia Strategic Economic Plan and Norfolk Growth Prospectus, and identify and promote future projects which could receive grant funding support through these programmes
- 2** We will work with partners to deliver the Enterprise North Norfolk Business Start Up and Support Scheme
- 3** Working in partnership we will develop an Investment Strategy to increase investment opportunities in the district through seeking to remove constraints from allocated employment sites and promote their potential to accommodate new job-creating development
- 4** We will promote the Egmore Business Zone to offshore wind energy businesses and their suppliers and partners
- 5** We will work with Norfolk County Council to promote new job-creating development at the Scottow Enterprise Park (formerly RAF Coltishall) site
- 6** We will develop our corporate position and consult with a wide range of stakeholders in respect of emerging renewable energy policy and technologies through preparation of an Energy Strategy
- 7** We will ensure regular engagement with business through established Forums such as the Norfolk Chamber of Commerce, the Federation of Small Businesses and local Chambers of Trade to better understand business need and where public sector intervention and/or support is required.

B

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

- 1** Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration
- 2** We will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur
- 3** We will put in place a sustainable programme of delivery for the Learning for Everyone Team recognising the changing policy and delivery framework of advice and guidance services, opportunities to work differently with existing partners and develop bespoke programmes of skills training on behalf of local employers
- 4** We will promote work experience and apprenticeship initiatives as part of our role as an intermediary member of the Apprenticeships Norfolk Network
- 5** We will undertake an audit of employment opportunities and skills needs amongst local businesses and share the findings with our partners and key strategic bodies

C

Improve access to funding for businesses

- 1** We will administer, monitor and review a North Norfolk Small Business Grant programme and review effectiveness after 12 months operation
- 2** We will seek to influence Local Enterprise Partnership programme delivery in North Norfolk, particularly in respect of monitoring the take-up of grant funding programmes by North Norfolk businesses

D

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

- 1** Working with partners we will achieve more than 90% coverage of the district with superfast broadband speeds (minimum 24 megabits per second)
- 2** We will ensure advice and guidance is readily available to help business comply with the law and our approach to enforcement will consider the needs of local business
- 3** We will streamline the planning process to facilitate new job-creating investment in the district through improved engagement with businesses and improved planning performance

E

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

- 1** We will work with the North Norfolk Destination Management Organisation, which is currently funded by the District Council, to ensure the positive promotion of North Norfolk as a leading visitor destination.

What we want to achieve: Everyone in north Norfolk should have the opportunity to buy or rent a decent home at a price they can afford, in a community where they want to live and work

What we are going to do and how we will achieve it

A

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

- 1 We will bring forward detailed proposals on allocated sites by pro-active engagement with developers
- 2 We will seek to increase the number of homes built of all tenures by reviewing the Housing Incentive Scheme and exploring other innovative means of improving delivery
- 3 We will develop a Property Investment Strategy to supplement the delivery of additional housing
- 4 We will support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review
- 5 We will support owners to bring empty homes back into use and provide opportunities to do so through the application of our statutory powers
- 6 We will gather the evidence in support of the review of the local plan including publishing the joint strategic housing market assessment, including identifying specialist housing need in response to the prospective age profile of the district

B

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

- 1 We will seek to increase the number of affordable homes provided across the district through a range of delivery mechanisms and including the local investment strategy loan to registered providers

C

Secure investment in new infrastructure

- 1 We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district (known as section 106 agreements)

What we want to achieve: A district where the beautiful natural environment and built heritage is valued and protected for future generations and where the coastline is defended against erosion wherever practicable

What we are going to do and how we will achieve it

A

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

- 1 We will assess and implement requirements for new Green Flag Awards and work to retain the existing awards
- 2 We will work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast Awards elsewhere
- 3 We will manage the waste and recycling contracts to ensure an excellent level of service and promote high levels of recycling
- 4 We will ensure that all reported fly-tipping and pollution complaints will be responded to within two working days

B

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

- 1 Through the work of the Council's Enforcement Board we will take appropriate action where listed buildings and buildings within conservation areas are considered to be at risk

C

Design a more cohesive framework for coastline management

- 1 We will investigate options to improve coastal management with neighbouring coastal councils
- 2 We will work with coastal communities and other agencies to identify coastal management schemes and sources of funding working with the Environment Agency to explore the best possible solutions for all our communities

D

Continue to defend coastal settlements against erosion wherever practicable

- 1 We will manage the final delivery of the £8.6m Cromer Defence Scheme
- 2 We will consider plans to redevelop sea front property assets in Cromer for completion following the Cromer Defence scheme
- 3 We will work with other agencies to assess and respond to the issues arising from the proposed Bacton Gas Terminal coastal defence scheme
- 4 We will manage the delivery of the £800k Sheringham West Sea Wall Improvement Scheme

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

What we are going to do and how we will achieve it

A

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

- 1 We will respond positively to a Community Right to Challenge to take over the running of services within their area/communities if they can be run more efficiently (to our Service Level Agreement)
- 2 We will maintain a regular dialogue and work with Town and Parish Councils
- 3 We will hold workshops for training and development, in particular to encourage wide community participation in the planning and democratic processes

B

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

- 1 We will support and encourage Community Engagement Schemes in those parishes where there is a local demand
- 2 We will implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis

C

Encourage the growth of The Big Society within communities

- 1 We will continue to support local communities to obtain funding and other assistance to deliver their local priorities

What we want to achieve: We will make the Council more efficient so that we can deliver our priorities and offer value for money for local taxpayers

What we are going to do and how we will achieve it

A

Ensure our governance arrangements are robust and fit for purpose

- 1 The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council
- 2 We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High
- 3 We will maintain a robust performance management framework for managing the Business Transformation Programme

B

Ensure that effective communications exist

- 1 As part of the Business Transformation Programme we will work to develop our approach to digital and social media and work to improve our services for residents and other customers
- 2 Following the Member Induction Programme we will provide a programme of Member Development to allow Members to be effective in their roles
- 3 We will implement a unified communications approach for all of our digital media documents and will procure a customer information system

C

Delivering strong and proportionate organisational management in the Council

- 1 We will undertake reviews of all major business processes in order to improve customer service and deliver financial savings detailed in the financial strategy

D

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

- 1 We will review the objectives in the Corporate Plan to ensure it takes account of emerging issues and opportunities

E

Deliver year-on-year improvements in efficiency

- 1 We will review the delivery model for the Revenues and Benefits service
- 2 We will continue to drive improvements and efficiencies to protect the District Council's part of the Council Tax Charge
- 3 We will identify ways to reward and recognise staff in the delivery of high quality services
- 4 We will continue to implement the Business Transformation Programme to drive efficiencies into all of our services

Annual Action Plan 2015/16 - Performance Indicators and Measures including targets

Jobs and the Local Economy

Indicators and Measures	Target 2014/15	Target 2015/16
J 004 - Number of businesses assisted to retain jobs and/or increase employment each year (monthly cumulative)	25	36
J 015 - Number of member businesses of the Destination Management Organisation (DMO) for the North Norfolk coast and countryside (quarterly)	165	250 by December 2015
ED 023 - Number of new business start-ups supported by Enterprise North Norfolk (quarterly cumulative)	50	50
ED 25 - Number of people supported with Information Advice and Guidance (IAG) relating to training and work opportunities (quarterly cumulative)	450	450

Housing and Infrastructure

Indicators and Measures	Target 2014/15	Target 2015/16
H 001 - Number of new homes built of all tenures (annual)	Review and report.	Review and report.
H 002 - Number of long term empty homes (6 months or more) (Quarterly)	Monitor	Monitor
H 007 - Number of affordable homes built (Quarterly Cumulative)	Carry out trend analysis	Carry out trend analysis

Coast, Countryside and Built Heritage

Indicators and Measures	Target 2014/15	Target 2015/16
C 002 - Percentage of planning appeals allowed (quarterly)	Review and report	Review and report
C 003 - Percentage of MAJOR planning applications processed within thirteen weeks (monthly cumulative)	80%	80%
C 004 - Percentage of MINOR planning applications processed within eight weeks (monthly cumulative)	70%	70%
C 005 - Percentage of OTHER planning applications processed within eight weeks (monthly cumulative)	70%	70%
DM 005 - Percentage of MAJOR planning applications processed within thirteen weeks over the last 24 months (monthly cumulative)	Target threshold revised by Government from 30% to 40% in June 2014.	Target threshold revised by Government from 30% to 40% in June 2014.
DM 006 - Percentage of MAJOR planning applications refused and then overturned on appeal over the last 24 months (monthly cumulative)	Target threshold set by Government at 30% and confirmed by DCLG at 20% in June 2014. NNDC target 20%. Low is good.	Target threshold set by Government at 30% and confirmed by DCLG at 20% in June 2014. NNDC target 20%. Low is good.
C 007 - Target response time to fly tipping and all other pollution complaints (within 2 working days) (quarterly)	80%	80%
C 008 - Number of pollution enforcement interventions (quarterly cumulative)	Review and report.	Review and report.

Coast, Countryside and Built Heritage - Continued

Indicators and Measures	Target 2014/15	Target 2015/16
C 009 - Number of fixed penalty notices issued for environmental offences(quarterly cumulative)	Carry out trend analysis	Carry out trend analysis
C 010 – Number of defaults issued to the waste and related services contractor for cleanliness (monthly cumulative)	Review and report.	Review and report.
ES 015 - Number of rectifications issued to the waste and related services contractor for cleanliness (monthly cumulative)	No target. Report to Head of Service and Management Team.	No target. Report to Head of Service and Management Team.
ES 001 - Percentage of household waste sent for reuse, recycling and composting (annual)		No target. Report to Management Team.

Localism

Indicators and Measures	Target 2014/15	Target 2015/16
L 005 - Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative)	Review and report.	Review and report.
L 006 - Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative)	Review and report.	Review and report.

Delivering the vision

Indicators and Measures	Target 2014/15	Target 2015/16
V 001 - Percentage of (Medium Priority) audit recommendations completed on time (quarterly cumulative)	80%	80%
V 002 - Percentage of (High Priority) audit recommendations completed on time (quarterly cumulative)	100%	100%
V 004 - Percentage of audit days delivered (quarterly cumulative)	100%	100%
V 007 - Working Days Lost Due to Sickness Absence (Whole Authority days per Full Time Equivalent members of staff) (quarterly cumulative)	6 days per full time equivalent (FTE) employee	6 days per full time equivalent (FTE) employee
RB 009 – Percentage of Council Tax Collected (monthly cumulative)	98.5%	98.5%
RB 010 – Percentage of Non-domestic Rates collected (monthly cumulative)	99.2%	99.2%
RB 027 - Average time for processing new claims (Housing and Council Tax Benefit) (monthly cumulative)	18 days	18 days
RB 028 - Speed of processing: change in circumstances for Housing and Council Tax Benefit claims (average calendar days) (monthly cumulative)	8 days	10 days
PA 002 - Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative)	No target set	No target set. Report to Management Team.
CS 053 – Customer satisfaction		No target set. Report to Business Transformation Board.
CS 054 – Turnaround time in Cromer reception		No target set. Report to Business Transformation Board.



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