






Annual Report 2013/14








Appendix 1 – Annual Action Plan Delivery Report



Key

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




Jobs and the Local Economy


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

Activity	Status		Progress/ Action Note
AAP 13/14 - J A 01 - We will support businesses investing in the district through the provision of comprehensive advice about District Council support and signpost to other agencies as appropriate	On Track		We have continued to support businesses through direct enquires and through a programme of visits to the key business sectors.
AAP 13/14 - J A 02 - We will work with partners to develop and deliver the business support scheme Enterprise North Norfolk	On Track		The Enterprise North Norfolk programme has continued to deliver high quality business start-up training and 45 new businesses have been established through the programme in 2013/14.
AAP 13/14 - J A 03 - Working in partnership we will maximise the opportunities for investment in the district through the development of retail sites	On Track		The Leadership of Place project was reviewed in 2013. The North Walsham Town team has been supported with funding from the Portas Review to enable 14 businesses to pilot retail space through a "pop-up shop" on the high street. Four of these businesses are now trading in Cromer and North Walsham.
AAP 13/14 - J A 04 - We will seek to maximise the opportunities for the district to benefit from investment in renewable energy developments off the North Norfolk coast	On Track		Local Development Order (LDO) proposal now finalised and presented to Cabinet May 2014. Details of LDO proposal included within New Anglia Local Enterprise Partnership (LEP) Growth Prospectus as shared with Government to include funding bid for access improvements from the B1105. Application also to be made for infrastructure funding to Coastal Communities Fund 30 April 2014. Good relationships being maintained with Statkraft, operators of the Sheringham Shoal development. Planning Performance Agreement agreed with the Dudgeon Offshore Wind Company in respect of the discharge of conditions in connection with the laying of the onshore cable across the district from late 2014. Initial visit to the Port of Wells / Egmere Business Zone by representatives of DONG Energy, developers of the Race Bank Offshore Wind development. Council member and officer involvement in Norfolk and Suffolk Energy Alliance on-going.
AAP 13/14 - J A 05 - We will support the North Norfolk Fisheries Local Action Group (FLAG) and review the delivery of projects from the £2.4 million funding secured for	On Track		FLAG has continued to submit applications to the MMO for funding for fishery sector projects. Approximately £350,000 of project costs have been drawn down through 15 projects including support for the Wells Maltings Fishing Heritage Visitor Centre and the Princes Trust Apprenticeship scheme.


Activity	Status		Progress/ Action Note
the fishing sector			
AAP 13/14 - J A 06 - We will actively pursue all options in order to ensure the future development and operation of an Enterprise Hub for North Norfolk as a platform for improving levels of business start up and enterprise	On Track		This project has involved consideration of an enterprise hub in the district and there are proposals for a feasibility study for a hub at Melton Constable.
AAP 13/14 - J A 07 - We will develop our corporate position in respect of emerging renewable energy technologies through preparation of an Energy Strategy	Some Problems		Work has begun on preparing a draft Energy Strategy, which is planned to be presented to Cabinet and the Overview and Scrutiny Committee in June 2014. There is at the present time significant debate nationally about some elements of energy policy in relation to onshore wind developments, solar photo-voltaic developments and fracking and it is important that our draft strategy document accurately reflects the national policy position in respect of these issues.

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



Activity	Status		Progress/ Action Note
AAP 13/14 - J B 01 - Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration	On Track		This team provides advice and training for those seeking work. The team continues to operate under the National Careers Service contract and has successfully fulfilled the contract obligations for 2013/14 helping in excess of 60 people into work.
AAP 13/14 - J B 02 - The L4E team will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur. The L4E team will also engage with existing and new employers in the district to understand their future workforce requirements and co-ordinate provision of relevant training courses to secure employment within the district	On Track		This reactive service continues on track. Redundancy enquiries continue to come through in very small numbers of individual people affected. We are increasingly engaging with businesses to assist them with their workforce planning. In particular, assisting in setting up work experience opportunities and creating apprenticeships. From August 2013 to January 2014 there were 350 new apprentices starting in North Norfolk, 260 under 25.
AAP 13/14 - J B 03 - We will explore opportunities to work with local businesses and identify funding to support the provision	On Track		On 25 March 2014 60 businesses attended an event called Business Magic to promote work experience and apprenticeships and to identify better links between businesses,


Activity	Status		Progress/ Action Note
of apprenticeships and work experience schemes with the aim of increasing the employment opportunities of young people in the district			<p>education establishments and young people. As a result several are building closer links with schools and thus far there are 16 new apprenticeships being created.</p> <p>Guest speakers included the new chair of the New Anglia Local Enterprise Partnership. We have had very positive feedback from the event, and this forms a solid basis to progress this action plan item in the new financial year.</p> <p>The team have also continued to work with schools, carrying out careers promotion activity with Fakenham and Stalham in the last quarter.</p>

C - Improve access to funding for businesses


Activity	Status		Progress/ Action Note
AAP 13/14 - J C 01 - Working with the North Norfolk Business Forum, other representative local groups, regional partners and financial services companies we will seek to ensure that small and medium sized enterprises have improved access to investment finance to support business growth and development across the district	On Track		A new memorandum of understanding has been proposed and the Council has engaged the services of an economic advisor to inform how the Forum can develop in the future.

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

Activity	Status		Progress/ Action Note
AAP 13/14 - J D 01 - We will work together to ensure we support and provide information to simplify the process for businesses looking to invest in North Norfolk	On Track		Advice to new businesses is provided through the web and with a face to face service. A new enterprise and start up grant scheme has been developed to address the credit needs of small and expanding local companies which complements other grants available through the New Anglia Local Enterprise Partnership (LEP).
AAP 13/14 - J D 02 - We will work with partners to roll out BDUK's £60m Norfolk Broadband Initiative across North Norfolk	On Track		The Council continues to support the County Council's roll out of Broadband in the County.





Activity	Status		Progress/ Action Note
AAP 13/14 - J D 03 - We will review our approach to enforcement	On Track		<p>The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and longstanding enforcement cases and bringing long term empty properties back into use, with both social and economic benefits, and financial benefits to the council.</p> <p>Almost 100 cases have or are being dealt with, with over half having seen a positive outcome.</p>


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

Activity	Status		Progress/ Action Note
AAP 13/14 - J E 01 - We will support and facilitate the newly established private sector led Destination Management Organisation (DMO) for the North Norfolk coast and countryside to maintain the profile of the district as a leading tourist destination within the UK, boosting levels of employment and income for the district	On Track		<p>The Council continues to support the development of the Visit North Norfolk Destination Management Organisation (DMO) and has commissioned a new website as well as jointly preparing a Destination Management Plan. The website is planned to be launched in June 2014.</p>


Housing and Infrastructure

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


Activity	Status		Progress/ Action Note
<p>AAP 13/14 - H A 01 - We will bring forward detailed proposals on allocated sites by better engagement with developers</p>	<p>On track</p>		<p>Good progress has been made with work commencing on the majority of the allocated sites within the District.</p> <p>Development has commenced on the larger site allocations at Hoveton (nearing completion), Stalham, both allocations at Cromer, and Wells. Planning permissions have been granted for further allocated sites at Holt and North Walsham where development is expected to commence during 2014. Applications are pending or expected in relation to the remaining large allocations at North Walsham, Fakenham and Holt during 2014.</p> <p>Many of the smaller allocations in villages are the subject of pre application discussions and are also likely to be subject to planning applications during 2014.</p> <p>The introduction of the Housing Incentive Scheme in September has resulted in renewed developer interest in both large and small scale development. The scheme has been adopted on 30 sites which will provide a total of 494 dwellings.</p>
<p>AAP 13/14 - H A 02 - We will produce development briefs on three of the allocated sites</p>	<p>Some problems</p>		<p>Planning applications have now been submitted for two of the sites, (Holt, North Walsham). A timetable has been agreed with the majority land owner of the Fakenham allocation (F01) which should allow for the completion of work on the brief during the first half of 2014. This would allow for the submission of planning applications during 2014 and commencing some development during 2015.</p>
<p>AAP 13/14 - H A 03 - We will seek to increase the number of new homes built of all tenures</p>	<p>On track</p>		<p>The number of houses delivered this year (383) is a significant increase over last year (242). There has been significant developer interest in the Housing Incentive Scheme although the impact of this is not likely to be evident until late 2014.</p>
<p>AAP 13/14 - H A 04 - We will encourage the development of neighbourhood plans by supporting towns and parishes when they indicate a desire to go down that</p>	<p>On track</p>		<p>Applications from Holt and Corpusty to be designated as Neighbourhood Areas have both been approved and work has commenced on the preparation of their Neighbourhood Plans.</p>

Activity	Status		Progress/ Action Note
route			
AAP 13/14 - H A 05 - We will support owners to bring empty homes back into use and provide opportunities to do so through advertising of private rented properties and the Empty Homes Matching Service. Where owners are reluctant to bring properties back into use we will take enforcement action as required. This will be enacted by the implementation of the recently approved Empty Homes Policy and Enforcement Policy	On Track		<p>The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and longstanding enforcement cases and bringing long term empty properties back into use, with both social and economic benefits, and financial benefits to the council.</p> <p>Almost 100 cases have or are being dealt with, with over half having seen a positive outcome.</p>

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







Activity	Status		Progress/ Action Note
AAP 13/14 - H B 01 - We will evaluate our approach to viability assessments, which assess the proportion of affordable housing that are viable to include in housing developments, to maximise development opportunities	On Track		We evaluate viability assessments received with applications to assess the appropriate provision of affordable housing. A review of this approach will be undertaken in 2014/15.

C - Secure investment in new infrastructure

Activity	Status		Progress/ Action Note
AAP 13/14 - H C 01 - We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district	Completed Successfully		The Council has resolved not to introduce a Community Infrastructure Levy at this time.


Coast Countryside and Built Heritage

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


Activity	Status		Progress/ Action Note
AAP 13/14 - C A 01 - We will assess and implement requirements for new Green Flag awards and work to retain the existing awards	Completed Successfully	 	Green flags have been awarded to both Holt Country Park and Sadlers Wood North Walsham. A new Green Flag for Pretty Corner Woods in Sheringham has been awarded which now brings the total for the District to three.
AAP 13/14 - C A 02 - We will work with other agencies to retain three of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast awards	Completed Successfully	 	Blue Flags retained at Sheringham, Cromer and Sea Palling. Quality Coast Awards were awarded at East Runton and Mundesley.
AAP 13/14 - C A 03 - We will achieve zero defaults in our waste and related services contract for cleanliness	Some Problems		<p>Kier have generally responded positively and promptly where problems have been identified. However, the approach is not yet proactive enough to prevent these problems recurring elsewhere in the district. However, the cleanliness of North Norfolk in comparison to other areas is generally very good.</p> <p>The agreed contract cost savings are likely to have an impact on response times and service levels for cleansing services in the future. However, officers will continue to closely monitor performance and will seek to mitigate the impact of the reduction in contract resources.</p> <p>Kier provided significant assistance with the clear up work associated with December's tidal surge. This work was vital in helping North Norfolk return to normal quickly.</p>
AAP 13/14 - C A 04 - We will ensure all reported fly-tips are responded to within two working days	On track		Kier continue to maintain their performance in response to flytipping achieving 77% of the service requests within two days throughout the year.

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



Activity	Status		Progress/ Action Note
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Activity	Status		Progress/ Action Note
AAP 13/14 - C B 01 - We will adopt conservation area appraisals and management plans for Sheringham, Walsingham and Wells	On track		Walsingham Conservation area appraisal has been adopted.

C - Design a more cohesive framework for coastline management




Activity	Status		Progress/ Action Note
AAP 13/14 - C C 01 - We will identify specific Integrated Coastal Zone Management (ICZM) projects and identify the means of funding	On Track		<p>The Council has continued to develop its integrated coastal management approach guided by the Council's Coastal Management Board. The maintenance programme and reactive works have continued and the Coastal Forum has met to discuss topical issues and held a successful field trip in June 2013 at Bacton, Walcott and Sea Palling.</p> <p>The tidal surge of 5/6 December 2013 created very significant damage across the North Norfolk frontage. The Coastal Management Team has been working to assess and repair damage to coast protection assets as a matter of urgency, leaving less time for other streams of work. Surge repairs are complete at Weybourne and The Runtons. Significant progress has been made at Sheringham, Cromer, Overstrand, Mundesley, Bacton, Walcott and Cart Gap.</p> <p>The Council has received confirmation of £765,000 of emergency coast protection works funding from the Environment Agency for the year 2013/14.</p>

D - Continue to defend coastal settlements against erosion wherever practicable



Activity	Status		Progress/ Action Note
AAP 13/14 - C D 01 - We will commission design works and oversee the implementation of the Cromer Defence Scheme	On Track		The Council were successful in drawing down £8m Government funding for a major refurbishment of the sea defences at Cromer. Work is programmed to take place outside the holiday periods to ensure Cromer remains open for business during the works. The first winter season of works has now been completed with the successful installation of all steel sheet piles. Additional works to stabilise the cliff between the Pier and Melbourne following surge damage has also been achieved.
AAP 13/14 - C D 02 - We will develop and adopt a prioritised programme for future 'selected' coastal defence work schemes	On Hold		Some of the previously planned works were temporarily suspended after the tidal surge to enable a review of funding arrangements. It is anticipated that works will recommence in the new financial year following the completion of the main surge repair works.

Localism


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

Activity	Status		Progress/ Action Note
<p>AAP 13/14 - L A 01 - 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) and we will establish a regular dialogue and work with town and parish councils. We will hold workshops for training and development, in particular to encourage wide community participation in the democratic process</p>	<p>On Track</p>		<p>Delivery of the Tourist Information Centre at Wells was achieved through the Community Right to Challenge and the district continues to respond positively to any requests for information and advice.</p>
<p>AAP 13/14 - L A 02 - We will work with Town and Parish Councils, local organisations and community and voluntary groups to improve health and wellbeing consistent with the aims of the Health and Wellbeing Board</p>	<p>On Track</p>	 	<p>The Council is leading on two projects funded by the Health and Wellbeing Board funding to offer health and physical activity programmes in primary schools and additional non sports focussed sessions at sports centres aimed at people who don't traditionally engage in activity.</p> <p>The Big Society Fund and projects such as Grow Your Community have increased proactive engagement with Town and Parish Councils.</p> <p>In addition, the offer for Cabinet and Corporate Leadership Team (CLT) to attend Town and Parish Council meetings was well received and has improved engagement.</p> <p>The Council made a successful bid to the Sport England 'Community Sports Activation Fund' for £211,000 which will fund the Community Gym and Activity Team for a further 3 years.</p> <p>Discussions are currently underway with the Director of Public Health at Norfolk County Council regarding future funding of health improvement and prevention based activities which will help in the County Councils aim for maximise healthy life expectancy and minimising acute and residential care.</p>

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




Activity	Status		Progress/ Action Note
AAP 13/14 - L B 01 - We will commission work to support community planning and for community and voluntary sector capacity building	On Track		The Council has grant agreements with Norfolk Citizens Advice Bureau, Mid Norfolk Citizens Advice Bureau and Voluntary Norfolk. Each grant agreement is regularly monitored to ensure that it meets identified outputs and outcomes. Grants are also given to several community transport providers. In the last year the Growth and Communities Team has continued to offer support and in depth advice to a wide range of community organisations some of which have resulted in applications to the Enabling Fund, Big Society Fund or to external funding bodies.
AAP 13/14 - L B 02 - We will utilise our resources, statutory powers and influence to encourage communities to realise opportunities for their own future	On Track		The Council provides an advice service to community groups to develop community empowerment projects and to support grant funding applications. It has been agreed to transfer North Lodge Park to Cromer Town Council.

C - Encourage the growth of The Big Society within communities


Activity	Status		Progress/ Action Note
AAP 13/14 - L C 01 - We will continue to monitor the community investment fund, known as The Big Society Fund, to invest in local communities, strengthen civil society, and establish the process for determining priorities for expenditure	On Track		The Big Society Fund has been managed internally since 1 April 2013. The Fund which totals £450,000 is divided equally between an enabling fund and a grant fund. Funding is awarded to projects that strengthen and improve social and economic wellbeing in communities across North Norfolk. In the last year the enabling fund has awarded £185,000 to three projects. A further £40,000 has been provisionally allocated to two further projects. The grant fund which awards individual grants up to £15,000 has awarded thirty three grants totalling £219,441. An annual report into the Funds activity during the past year will be presented to Cabinet in May.


Delivering the Vision

A - Deliver strong governance arrangements


Activity	Status		Progress/ Action Note
AAP 13/14 - V A 01 - The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council and produce a revised annual audit plan for 2013/14 onwards	On Track		Audit plan set and delivered for 2013/14 (subject to final completion and sign off of outstanding 2013/14 reviews) – overall position will be reported to the Audit Committee in June 2014.
AAP 13/14 - V A 02 - We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High	Some Problems		There has been some delay in the implementation of the recommendations compared to the deadlines agreed within the audit reports mostly due to ability to resource the implementation and reprioritisation within the service. Once the outcome of the Internal Audit Follow up review has been confirmed the status of this can be updated.
AAP 13/14 - V A 03 - We will review and improve the revised performance management framework	Completed Successfully		The framework has been reviewed and changes implemented which have been favourably received. This included; <ul style="list-style-type: none"> - A Management Scorecard and Scorecard Report for managing performance in 2013/14. - A search function added to the performance and risk system to provide an additional route for users to find relevant performance and risk information. - A revised format quarterly performance report to Cabinet. - Delivering training in managing performance.

B - Ensure that effective communications exist

Activity	Status		Progress/ Action Note
AAP 13/14 - V B 01 - We will optimise media coverage and devise other means of disseminating information to residents regarding Council activities and initiatives and we will place the Council's website and intranet at the heart of all we do	On Track		<p>Over the last year we have seen a number of key developments with the website.</p> <p>The web survey has been implemented throughout the site and is generating a steady flow of customer feedback. This information is being collated and reviewed on a regular basis providing valuable insight into satisfaction levels, reasons for visit and likelihood of avoidable contact. All of which will aid prioritisation of future developments.</p> <p>Work undertaken to address website errors relating to function, code quality and accessibility has resulted in the North Norfolk District Council website being ranked 9th by Sitemorse out of all</p>




Activity	Status		Progress/ Action Note
			<p>429 local government websites. This is our highest ever ranking and shows continuous improvement in this area.</p> <p>Other developments include the Bin Collection application that allows customers to check when their bins are collected via the website. This was a prominent issue highlighted via web survey feedback and since its launch (at the end of March) has received positive feedback from customers.</p> <p>With regard to Social Media this year has seen the launch of corporate accounts on Twitter (May), Streetlife (February) and Facebook (March). The number of Twitter followers has steadily grown to the current total of 879, 43 likes have been received on Facebook to date and 1564 people are currently following us on Streetlife.</p>
<p>AAP 13/14 - V B 02 - We will develop a Customer Access Strategy to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers</p>	<p>On Track</p>		<p>The Head of Business Transformation and IT commences employment at the Council in April 2014. In addition, the first workstream of the Business Transformation programme, Telephony, will be considered in a report to Cabinet in April 2014 with an anticipated procurement of 9 to 12 months following this date.</p> <p>This will improve telephony contact for all customer groups with the Council and will provide a foundation for improved working in the future as other workstreams are developed.</p>

C - Deliver strong and proportionate organisational management in the Council



Activity	Status		Progress/ Action Note
<p>AAP 13/14 - V C 01 - We will review the Council's management arrangements to ensure they remain fit for purpose</p>	<p>On Track</p>		<p>The Head of Business Transformation and IT has been appointed and is now in post. The Customer Service Manager post is being interviewed for shortly. No other changes are currently proposed and the financial implications of these changes are reflected in the 2014/15 budget.</p>





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

Activity	Status		Progress/ Action Note

Activity	Status		Progress/ Action Note
AAP 13/14 - V D 01 - We will prioritise services and redirect resources in line with those priorities by completing fundamental reviews of services that residents have identified as the least important and that the Council does not consider to be a priority	On Track	 	The CCTV service provided by the Council has ceased as of 1 April 2014 and is currently being decommissioned. Fakenham, Sheringham and North Walsham Town Councils have been provided with one off funding (which would otherwise have been used for decommissioning) in order that they may provide a reduced CCTV service to those towns at no other cost to the District Council.
AAP 13/14 - V D 02 - We will review the CCTV service to identify savings and consider options for the future provision of the service	Completed Successfully		The CCTV review was successfully completed. Members took the difficult decision to decommission the service which will achieve on-going savings of just under £200k per annum.

E - Deliver year-on-year improvements in efficiency

Activity	Status		Progress/ Action Note
AAP 13/14 - V E 01 - We will support the implementation of the cost saving Revenues and Benefits shared services project	Some Problems		The Civica OPENRevenues system is now operating well with a stable environment established and increased levels of staff confidence in the system now delivering improved outcomes in terms of processing times and other efficiencies. This has allowed further consideration to be given to the delivery of a sustainable Revenues and Benefits service in terms of performance outcomes, financial sustainability and resilience with discussions with the Borough Council of Kings Lynn and West Norfolk being proposed. An action plan will be developed to deliver on-going savings and efficiencies through our current service structure involving implementation of outstanding system modules and a further Business Process Review is being undertaken building upon the increased levels of confidence in the OPENRevenues system.
AAP 13/14 - V E 02 - We will devise and implement budgets to deliver a zero increase in the District Council's part of the Council Tax charge and ensure spend is contained within budgeted allocations	Completed Successfully		Delivered as part of the 2014/15 budget setting report.

Activity	Status		Progress/ Action Note
AAP 13/14 - V E 03 - We will review the reward structures to encourage and reward staff, for finding innovative new ways to deliver higher quality services more efficiently	On Track		Work has commenced on this activity and will be completed during 2014/15.
AAP 13/14 - V E 04 - We will review service delivery models and re-tender the leisure contract to ensure increased value for money and health and wellbeing	Completed Successfully		The contract was reviewed during the year and the option to extend the contract for five years was agreed. This has resulted in a reduction in the annual management fee of £100,000 per annum over the next five years.
AAP 13/14 - V E 05 - We will work towards securing continued accreditation in Investors in People status through reassessment in August 2013	Completed successfully		The Investors in People (IIP) assessment took place in July 2013 and the Council successfully retained its accreditation at Bronze level through meeting 69 evidence requirements out of a possible 73 selected. An action plan has been produced to ensure that the Council continuously develops as an employer.
AAP 13/14 - V E 06 - We will respond to the Peer Review of the Development Management Service by implementing an action plan addressing capacity, resources and performance issues	On track		Initiatives to date have been focussed on improving our planning performance in relation to the minor and other application, whilst retaining our good performance in dealing with major application. Our 4th quarter figures and year end performance shows that these are now beginning to have an impact, along with the additional Planning Assistants appointed in August 2013. The first planning workshop has been held to identify areas for improvement, which will form the basis of the Service Improvement.