

Managing Performance

Quarter 3 2016/17

Version 0.5

Any queries please contact Policy and Performance Management Officer, Helen Thomas
Tel. 01263 516214

Contents

Contents	2
Introduction	3
Overview	4
01 - Jobs and the Local Economy	5
02 - Housing and Infrastructure	5
03 - Coast and Countryside	6
04 - Health and Well-being	7
05 - Delivering Service Excellence	8
Equalities	8
Appendix 1: Performance Indicators – progress reporting ...	9
01 - Jobs and the local Economy.....	9
02 - Housing and Infrastructure	10
03 - Coast and Countryside	11
04 - Health and Well-being	13
05 - Delivering Service Excellence	14
Appendix 2: Delivering the Annual Action Plan 2016/17	16
01 - Jobs and the Local Economy	17
02 - Housing and Infrastructure	21
03 - Coast and Countryside	24
04 - Health and Well-being	29
05 - Delivering Service Excellence	32
Version Control	36

Introduction

The quarterly performance report for Cabinet shows progress against the Corporate Plan 2015-2019 Priorities, together with any other relevant performance achievements and issues.

Each priority has a strategic assessment of progress achieved during the quarter in delivering the Annual Action Plan 2016/17 and achieving targets.

Performance information for each priority is broken into three sections:

- Summary, including assessment of overall performance within each priority
- Appendix 1 - Performance Indicators – progress reporting
- Appendix 2 - Progress in delivering each activity in the Annual Action Plan 2016/17

The purpose of the report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future where it is needed.



Signifies an action or target achieved that has an outcome that meets our equalities objectives.

Overview

1. The majority of the 62 activities in the Annual Action Plan 2016/17 are on track (48) and three activities have been completed successfully. One activity has not started and one is on hold. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (nine). These will be provided for the final version of the report. See Chart 1 below.
2. Of the 25 performance indicators where a target has been set eighteen are on, above or close to target and seven below target. Where assessment against the same period last year is possible (35 indicators), 18 are improving, eight are static and nine are worsening.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Activities

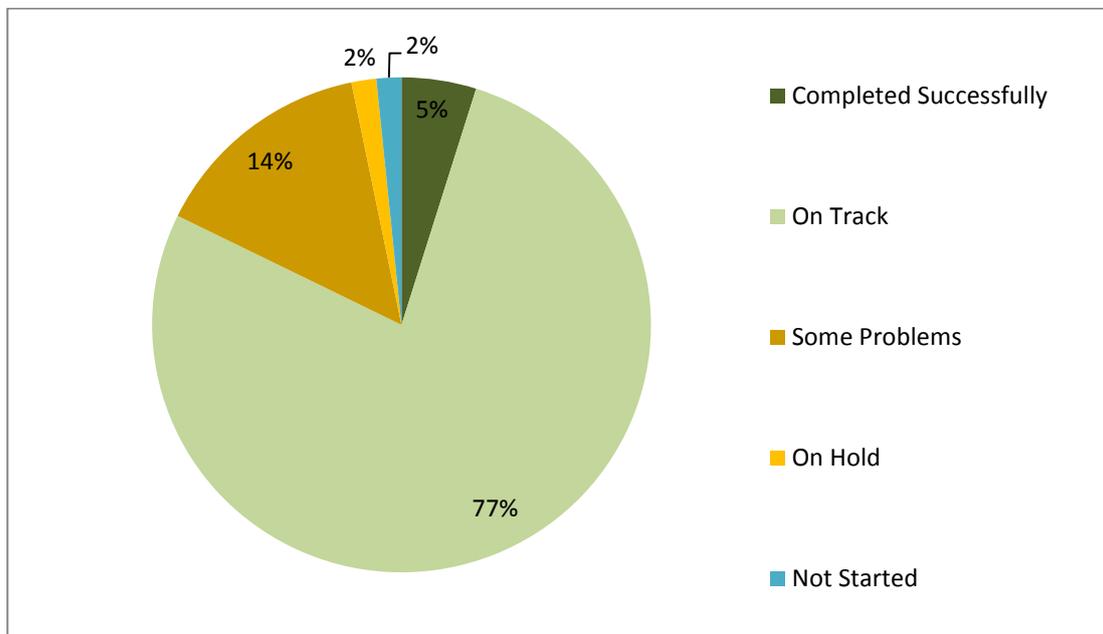


Chart 1 : Progress of the activities in the Annual Action Plan 2016/17

01 - Jobs and the Local Economy

Strategic Overview

Twelve of the thirteen activities are on track and one has some problems. There are currently no performance indicators. As the Economic Growth team is developed after the restructure and recruitment new members of the team will work with the Economic Growth Manager to design and put in place new performance measures for 2017/18.

The Council has:

1. Provided free car parking sessions for Christmas shopping in seven towns across the district
2. Held a networking event for Fakenham businesses attended by 30 business people
3. Held the first "Ready for Growth" event in North Walsham. The events, delivered by Genix, will provide ideas on how to expand and grow alongside specific business skills courses

02 - Housing and Infrastructure

Strategic Overview

Five of the eleven activities in the Annual Action Plan 2016/17 are on track, five are having some problems and one has not started. Performance against the eight indicators, where an assessment against the same period last year is possible, show that all are improving.

The Council has:

1. Provided eight new affordable homes at Upper Sheringham in partnership with Broadland Housing Association
2. Received notice that North Norfolk District Council will benefit from a share of the £60m Community Housing Fund to support local groups to deliver affordable housing in areas with high second home ownership

03 - Coast and Countryside

Strategic Overview

Activities and outcomes are being delivered against this priority. Two of the eleven activities in the Annual Action Plan 2016/17 have been successfully completed, a further eight are on track and two are having some problems. Performance against nine of the ten targeted performance indicators are above or close to target and one is below target. Where an assessment against the same period last year is possible performance against six of the ten indicators is improving, one is static and three are worsening.

The Council has:

1. Produced and consulted on a Scoping Report in order to identify the range and level of detail of the information to be included in the Sustainability Appraisal. The Sustainability Appraisal will assess the social, environmental and economic impact of the Local Plan.
2. Secured £10,000 of funding to support Sheringham's economy to; produce an economic plan for the town, carry out a pilot study into the possibility of setting up a pedestrianisation scheme, and research improvements to the promenade and lighting options
3. Launched a Christmas dog fouling campaign on our Website, Facebook and Twitter
4. Taken five successful prosecutions to court:
 - a. One prosecution was taken for breaching a previously served noise abatement notice, this resulted in the person being found guilty and them being given a 12 month conditional discharge and ordered to pay a £20 victim surcharge, £85 costs to the Council and they had CDs and stereo equipment forfeited to the Council
 - b. Two waste offence prosecutions were taken to court and both resulted in the persons being awarded a six month conditional discharge and costs of £70 awarded to the Council and £40 victim surcharge. One was for taking waste without a waste transfer licence, the other was for allowing waste to be taken and not undertaking appropriate duty of care checks. Both of these offences led to the material being fly tipped
 - c. A case against an inn landlord who failed to comply with the Health and Safety at Work Act 1974. The landlord pleaded guilty to two counts of failing to ensure the health and safety of people at a play area next to the business and was received an 18 months suspended sentence, ordered to pay prosecution costs (£1,670) and £115 victim surcharge
 - d. A case against a taxi driver who failed to renew his taxi license. He was fined a total of £300, ordered to pay costs (£200) and £30 victims surcharge as well as receiving six points on his DVLA license

04 - Health and Well-being

Strategic Overview

All of the ten activities are on track. Performance against two of the four targeted performance indicators is below target, one is close to target and the other above target. Where an assessment against the same period last year is possible performance against two of the four indicators is improving, one is static and one worsening.

The Council has:

1. Launched the Sporting Centre of Excellence. Already several of the young people given specialist coaching have been celebrating success at a County level 
2. Started running seated exercise classes in local care homes in partnership with Victory Swim and Fitness Centre, North Walsham. The health and well-being sessions are designed to support people with a range of needs 
3. Held Disability Sports Day at Holt Community Hub including; Boccia, indoor golf, and New Age Kurling attended by approximately 50 people 
4. Launched the Big Society awards to recognise someone who deserves to be thanked for the work they do in the community or an organisation which deserves praise
5. Completed the Cabbell Park improvement works. As well as moving the pitch the Council has put in new facilities and improved some of the existing facilities
6. Awarded ten grants totalling £72,283 from the Big Society Fund to support community projects

05 - Delivering Service Excellence

Strategic Overview

Thirteen of the sixteen activities are on track, one has been completed, one is having some problems and one is on hold. Performance against seven of the eleven performance indicators where a target has been set are above or close to target and four are below target. Performance against three indicators are improving compared to the same period last year, six are static and four worsening.

The Council has:

1. Appointed Corporate Directors Nick Baker and Steve Blatch as joint Head of Paid Service and reorganised Management Team responsibilities achieving; annual savings of £240,000, no recruitment or redundancy costs and more effective management of services

Equalities

The Council has:

1. Employed 6 apprentices and are looking at how the apprenticeship levy will be used for training spend.

Appendix 1: Performance Indicators – progress reporting

Key

	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
NA = Not applicable	Indicators can be labelled as not applicable as this is important information for the Council where the influence and actions of the Council may make improvements but there is not sufficient control over the outcome to set a target		

01 - Jobs and the local Economy

There are currently no performance indicators. As the Economic Growth team is developed after the restructure and recruitment new members of the team will work with the Economic Growth Manager to design and put in place new performance measures for 2017/18.

02 - Housing and Infrastructure

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
MONTHLY						
Number of long term empty homes (6 months or more as at 1st working day of each month) (Monthly) H 002	555	520	497	Dec 16/17	NA -	
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	113	108	110	Dec 16/17	NA -	
Number of affordable homes built (monthly cumulative) H 007	19	49	64	Dec 16/17	NA -	
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	487	827	972	Dec 16/17	NA -	
Number of affordable homes granted planning permission (monthly cumulative) HS 009	64	165	185	Dec 16/17	NA -	
Number of households from the housing register rehoused (monthly cumulative) H 005	247	286	315	Dec 16/17	NA -	
Numbers on the housing waiting list – Total (monthly) HO 006	2,195	2,242	2,202 ^{*1}	Dec 16/17	NA - -	
Numbers on the Housing Register (monthly) HO 007	323	242	239 ^{*1}	Dec 16/17	NA - -	
Numbers on the Housing Options Register (monthly) HO 008	1,487	1,575	1,546 ^{*1}	Dec 16/17	NA - -	
Numbers on the Transfer Register (monthly) HO 009	385	425	417 ^{*1}	Dec 16/17	NA - -	
Number of Disabled Facilities Grants allocated (monthly cumulative) HW 001	69	96	104	Dec 16/17	NA -	
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	84	121	129	Dec 16/17	NA - -	
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	60	91	96	Dec 16/17	NA -	

03 - Coast and Countryside

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Percentage of planning appeals allowed (monthly cumulative) C 002	21.1%	26.3%	25.0%	Dec 16/17	NA	-	
Number of planning appeals allowed (monthly cumulative) C 002a	4	5	5	Dec 16/17	NA	-	-
Percentage of MAJOR planning applications processed within thirteen weeks in each financial year (monthly cumulative) C 003	83.33%	84.62%	86.67%	Dec 16/17	80.00%		
Percentage of MAJOR planning applications processed within thirteen weeks (over the last 24 months) C 003c	70.00%	82.28%	84.42%^{*5}	Dec 16/17	80.00%		
Percentage of MINOR planning applications processed within eight weeks in each financial year (monthly cumulative) C 004	52.98%	85.23%	85.96%	Dec 16/17	70.00%		
Percentage of MINOR planning applications processed within eight weeks (over the last 24 months) C 004c	-	65.66%	68.19%^{*5}	Dec 16/17	70.00%		-
Percentage of OTHER planning applications processed within eight weeks in each financial year (monthly cumulative) C 005	70.91%	90.02%	90.52%	Dec 16/17	70.00%		
Percentage of OTHER planning applications processed within eight weeks (over the last 24 months) C 005c	-	77.31%	78.43%^{*5}	Dec 16/17	70.00%		-
Percentage of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative) DM 006	3.75%	60.00%	2.50%	Dec 16/17	20.00%		
<p>Data has been updated/corrected (previously calculated as 60%) to reflect accurate requirements for this data set. Performance is well within Government Targets. This figure excludes one allowed appeal which is an appeal against planning conditions which are not to be included within Government performance reports.</p>							
Number of MAJOR planning applications overturned on appeal over the last 24 months (monthly cumulative) DM 006a	3	2	3	Dec 16/17	4		
Planning Income £ (monthly cumulative) DM 023	741,287	449,196	472,704	Dec 16/17	NA	-	
Building Control income (monthly cumulative) BC 001	279,850	289,493	301,168	Dec 16/17	270,900		
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007	82.00%	75.00%	75.00%	Dec 16/17	82.00%		
<p>Target response to fly-tipping and all other pollution complaints: Response time performance was slightly below target due to a very large rise in reported flytipping, partly as a result of easier online reporting. The increase, combined with contractor resource issues, has led to a number of cases being dealt with beyond the target time. To a certain extent, we are a</p>							

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
							victim of our own success as the proportion of online reporting continues to climb. We are working to ensure that contractor response times are within the contractual requirements.
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	161	309	355	Dec 16/17	NA	-	-
							<p>Defaults monthly cumulative: Defaults are issued for failures to meet contract specifications and form an integral and essential part of effective management of the contract. In respect of the level of defaults issued to Kier the level reflects a number of issues:</p> <p>Missed bin numbers have been high due to the industrial action last year, and vehicle breakdowns. Both have now been resolved with additional resources brought in for better vehicle maintenance. An issue identified, regarding the accuracy of the numbers of missed collections reported, has been resolved; giving rise to a much greater confidence in the daily reports from Kier.</p> <p>Kier's performance in respect of cleansing has been below expected standards. Vehicle breakdowns, a lack of suitably qualified staff and reliance on agency staff unfamiliar with contract requirements were factors in the level of performance. The Environmental Services team has undertaken an enhanced level of contract monitoring and this in part has led to an increased level of defaults being issued.</p>
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	195	347	379	Dec 16/17	NA	-	-
Percentage of household waste sent for reuse, recycling and composting (monthly cumulative) ES 001	43.03%	42.41%	41.08%^{*3}	Nov 16/17	NA	-	-
QUARTERLY							
Number of pollution enforcement interventions (quarterly cumulative) C 008	18	19	28	Q3 16/17	NA	-	-
Number of fixed penalty notices issued (quarterly cumulative) C 009	0	9	9	Q3 16/17	NA	-	-
Waste - All Household - (tonnage) (quarterly) ES 020	10,991.58	9,822.01	9,848.01	Q4 15/16	NA	-	-

04 - Health and Well-being

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
MONTHLY							
Number of grants awarded to local communities from the Big Society Fund (monthly cumulative) L 005	22	17	27	Dec 16/17	NA	-	-
Amount of funding investment in community projects (from the Big Society Fund) (£) (monthly cumulative) L 006	111,019	128,723	201,007	Dec 16/17	NA	-	-
Participation at NNDC Sporting Facilities (monthly cumulative) LE 004	409,221	379,475	409,778	Dec 16/17	391,673		
Number of Events Organized at Country Parks (monthly cumulative) LE 005	41	31	34	Nov 16/17	38		
<p>We are three events short of the target because of cancelled events in May and June due to the bad weather which prevented some events going ahead. This lead to a slight reduction in visitor numbers (LE 011) to these outdoor events although this was offset by slightly higher attendance in participation levels at NNDC sporting facilities compared with the previous year as can be seen from the figures above (LE 004)</p>							
QUARTERLY							
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	1,521	1,060	2,248	Q3 16/17	1,450		
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	1,902	1,182	2,883	Q3 16/17	1,850		

05 - Delivering Service Excellence

Indicator	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of Compliments (monthly cumulative) CS 050	82	29	30	Dec 16/17	NA	-	-
Number of Complaints (monthly cumulative) CS 051	43	30	38	Dec 16/17	NA	-	-
Number of MPs Letters (monthly cumulative) CS 052	219	172	182	Dec 16/17	NA	-	-
Average wait time (minutes) - Customer Services (monthly) CS 057	2.38	3.03	2.27	Dec 16/17	NA	-	
Average transaction time (minutes) - Customer Services (monthly) CS 058	6.53	5.78	6.55	Dec 16/17	NA	-	
Average wait time (minutes) - Housing Options (monthly) CS 059	4.49	4.46	4.96	Dec 16/17	NA	-	
Legal Services Fee Income (£) (monthly cumulative) LS 003	138,041	189,951	205,316	Dec 16/17	54,000		
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	90.0%	93.0%	88.0%	Nov 16/17	80.0%		
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	393	238	389	Nov 16/17	NA	-	-
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	82.0%	82.0%	82.0%	Dec 16/17	80.0%		
Percentage of Council Tax collected (monthly cumulative) RB 009	83.60%	74.76%	83.29%	Dec 16/17	83.50%		
Council Tax collection is down on target by 0.21% which equates to £127k. We have collected £52.02m so far at the end of quarter 3.							
Percentage of Non-domestic Rates collected (monthly cumulative) RB 010	85.75%	77.66%	85.56%	Dec 16/17	85.60%		
Average time for processing new claims (Housing and Council Tax Benefit) (monthly cumulative) RB 027	17.0	21 calendar days	22 calendar days	Dec 16/17	20		
The monthly speed of processing performance for December is 25 days. On the basis that DWP say anything less than 22 days for new claims is good it is proposed we revise the new claims target to 20 days.							
Speed of processing: change in circumstances for Housing and Council Tax Benefit claims (average calendar days) (monthly cumulative) RB 028	18.0	24 calendar days	24 calendar days	Dec 16/17	14		
The monthly speed of processing changes for December is 19 days. New officers are continuing to be trained and mentored by experienced officers, whilst this decreases the productivity of the mentors, longer term this will be beneficial to claim administration. The team has experienced increased							

Appendix 2: Delivering the Annual Action Plan 2016/17

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/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.
		Signifies an action or target achieved that has an outcome that meets our equalities objectives.

01 - Jobs and the Local Economy

A - Work to maintain existing jobs and help businesses expand

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 01 A 01 - Providing business grants and mentoring support - Develop and implement a business engagement programme, working in close collaboration with New Anglia LEP and other partners</p>	<p>On Track</p>		<p>A Business Engagement Strategy was approved last year and is being delivered alongside the work of the New Anglia Growth Programme. Businesses are being proactively targeted and tracked with support given that is bespoke to each business. Other business support work is being undertaken by Genix – a business support agency commissioned to undertake business support work on behalf of NNDC.</p>
<p>AAP 16/17 - 01 A 02 - Ensuring our procurement practise supports small and medium sized businesses operating in the district - Review our current procurement guidance and support local procurement</p>	<p>On Track</p>		<p>Currently trialling a new e-procurement system with Property Services, looking to expand council wide to enable secure electronic tendering.</p>
<p>AAP 16/17 - 01 A 03 - Supporting our market and coastal towns recognising their importance as economic hubs and local centres - Develop a forward programme of funding opportunities and regularly promote to the business community. To produce an NNDC list of schemes with potential match funding</p>	<p>On Track</p>		<p>NNDC's Enabling Fund is due to be re-launched shortly. This fund will provide support to initiatives in market & resort towns. Working with our newly engaged partner (GENIX/ MENTA) we are developing a suitable means by which to promote funding opportunities to the business community. A list of funding opportunities and relevant projects is being maintained.</p>
<p>AAP 16/17 - 01 A 04 - Working with partners to improve access to faster Broadband for all our communities including investing directly £1m over the next 2 years - Monitor future roll out. Investment and coverage will be reviewed and reported on a six monthly basis</p>	<p>On Track</p>		<p>£11m has been released to bring high-speed broadband to more than 95% of Norfolk's premises by spring 2020.</p> <p>13 new fibre cabinets have been installed across North Norfolk which has provided access to Superfast speeds to almost 2,000 North Norfolk properties.</p> <p>A new Mapping tool on the BBfN website is due to go live in early January 2017 with a press release that includes the commitment of funding by the various district local authorities.</p>

B - Increase the number and support for business start-ups

Activity	Status		Progress/ Action Note	
AAP 16/17 - 01 B 01 - Providing a business start-up package of support and funding - Review funding and implement a new scheme from September 2016	Some Problems		A full market assessment has been made on the case for an NNDC led grant for NN businesses. It has been found that a specific NNDC grant would be duplicative of the New Anglia growth Programme, as such, it has been decided that NNDC will ensure take up of the Growth Programme grant scheme is maximised. Other business support activity is undertaken as approved in the Business Engagement Strategy.	

C - Improve the job opportunities for young people within the district

Activity	Status		Progress/ Action Note	
AAP 16/17 - 01 C 01 - Encouraging employers to offer apprenticeships - Ensure that information on apprenticeships is included within all business engagement activity	On Track		Working with our newly engaged partner (GENIX/ MENTA) we are developing a suitable means by which we can get messages to the business community. Engagement with businesses routinely includes skills and apprenticeship matters. Further to the above support, an event is taking place in May to promote the opportunities to businesses of taking on apprenticeships.	
AAP 16/17 - 01 C 02 - Encouraging employers to offer apprenticeships - Explore opportunities for further apprenticeships within the Council as an employer	On Track		We currently employ 6 apprentices and are looking at how the levy will be used for training spend.	
AAP 16/17 - 01 C 03 - Working with partners to bring businesses and schools together to ensure skills match needs and jobs - To co-ordinate all of the interested bodies and put together an action plan for North Norfolk.	On Track		The Council now has a 'Business and Skills Support Coordinator', who is engaging with a number of employers and skills providers to develop and disseminate best practice. We have identified many of the issues faced by both the business and education sectors and are identifying appropriate means of addressing them. One such solution includes events – indeed 3 events are taking place this year which will ensure this aspiration leads to reality. The events focusing on work experience, apprenticeships and careers advice will ensure support is given to NN's young people at every stage. The action plan has been incorporated into the Economic Growth Action plan.	

Activity	Status		Progress/ Action Note
AAP 16/17 - 01 C 04 - Supporting provision of a North Norfolk centre for science, technology, engineering and maths (STEM) - We will consider the conclusions of the feasibility study to test the most effective model of delivery and develop an appropriate outline business case, with identified potential funding sources	On Track		The Council has commissioned specialist consultant NWES to undertake a Full Business Case in order that an informed decision can be taken about the possible development of a STEM based Enterprise Centre in North Norfolk. The resulting Business Case will explore the full scope of such a facility and will be completed by May 2017.

D - Support major business opportunities and take-up of allocated employment land across the district

Activity	Status		Progress/ Action Note
AAP 16/17 - 01 D 01 - Working with the New Anglia Local Enterprise Partnership (NALEP) to access funding streams - Produce a quarterly report of projects to be included in the LEP Project Pipeline	On Track		Bids presented to both NALEP and Norfolk County Council Business Rate Pool. Reports to Economic Growth Board.
AAP 16/17 - 01 D 02 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Design a coherent approach to marketing the economic growth opportunities that the District offers in particular the Egmore and Scottow enterprise zones	On Track		The Site Development Plans for both the Scottow and Egmore site are due end of March 2017. This will support the development of a separate 'Space to Innovate' marketing plan as led by New Anglia.

E - Capitalise on our tourism offer both inland and along our historic coast

Activity	Status		Progress/ Action Note
AAP 16/17 - 01 E 01 - Investing in our assets to support the tourism economy and promote the 'Deep History' concept - Explore the opportunities of the World Heritage Site Status and ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings	On Track		A project bid was developed and submitted to the Coastal Communities Fund for a mix of capital and revenue activities. The stage two application was submitted by the 5th December 2016 deadline and if successful, the project will be implemented between April 2017 and December 2019.

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 01 E 02 - Encouraging a private sector lead to tourism promotion with support in developing a strong brand - Continue to support the Destination Management Organisation (DMO) and explore the benefits of a BID approach Management</p>	<p>On Track</p>		<p>The DMO – (Visit North Norfolk) is now funded via campaign promotion / advertising and membership income. A new website has been launched alongside a new campaign – “Naturally North Norfolk”.</p> <p>The opportunities for a BID are being explored with others with the aim to seek funding for a feasibility study.</p>

02 - Housing and Infrastructure

A - Increase the number of new homes built in the district

Activity	Status		Progress/ Action Note	
AAP 16/17 - 02 A 01 - Encouraging the early completion of dwellings through incentivisation measures - Review and update the Housing Incentive Scheme in light of any changes in market circumstances and Government guidance by December 2016	Some Problems		Housing delivery has improved over the past two-three years and the Council can demonstrate a Five Year Land Supply. The Housing Delivery Incentive Scheme closed in December 2016 and in part has been superseded by changes to national planning policy. Introduction of a revised scheme needs to consider the implications of the recently published Housing White Paper.	
AAP 16/17 - 02 A 02 - Encouraging the early completion of dwellings through incentivisation measures - Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review	On Track		To date there has been limited interest from communities to prepare Neighbourhood Plans. Holt, Corpusty, Happisbough, and Overstrand are designated Neighbourhood Areas allowing for these communities to prepare Neighbourhood Plans if they choose to do so. Corpusty is the furthest advanced in the process with a draft plan almost complete.	
AAP 16/17 - 02 A 03 - Encouraging the early completion of dwellings through incentivisation measures - Identify new housing sites through the local plan review process	On Track		Work of the policy team has been focussed on identification of site options and a call for sites has been completed. Some 600 sites are now being considered as part of the early stages of Local Plan selection.	
AAP 16/17 - 02 A 04 - Commissioning a specialist housing needs survey in the context of market and social demand - Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review	Some Problems		The initial procurement of a consultancy to undertake the older persons research was not successful. Updated data on the need for specialist accommodation is still in the process of being produced by Norfolk County Council. Once this research is available, it will be considered how the County research matches the outcomes required from the Council older persons research and whether the Council can target specific pieces of research and analysis which will build upon and compliment the County research. The full range of options to deliver the project outcomes will be considered.	

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 A 05 - Providing grants and loans which support the delivery of local housing initiatives - Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development	Some Problems		The 2016-2020 Housing Strategy was adopted by Full Council in November 2016, the Action Plan includes an action to consider whether further loans can be provided

B - Address housing need through the provision of more affordable housing

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 B 01 - Encouraging the building of affordable homes in sustainable locations - Continue to negotiate sufficient affordable housing through S106 agreements from planning applications	On Track		A number of Section 106 Agreements are expected to be completed shortly which will secure the delivery of the viable amount of affordable housing provision on market sites.
AAP 16/17 - 02 B 02 - Addressing the housing waiting list by enabling more exception schemes that provide local housing for local people - Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes	Some Problems		Work is on-going to ensure that there is a pipeline of affordable housing schemes which will meet both general and local need across the district. At the end of December 2017, the fixed term Housing Development Officer post finishes which will, in turn lead to a reduction in the number of affordable housing schemes being brought forward.

C - Ensure new housing contributes to the prosperity of the area

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 C 01 - Undertaking a review of all planning policies and land allocations to inform the new Local Plan up to 2036 - Commission evidence required to form the basis of Local Plan review and update through the working party	Some Problems		Whilst steady progress continues to be made the overall Local Plan review is around three months behind the published timetable due mainly to failure to recruit replacement and additional staff. It is hoped that this will be resolved shortly.

D – Reduce the number of empty properties

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 D 01 - Working pro-actively across the Council using all available powers to bring empty properties back into use - Provide a quarterly update on an on-going basis, where the Council has instigated enforcement action	On Track		<p>Long-term property numbers are consistent and comparable with the same period last year.</p> <p>The properties threatened with Compulsory Purchase have made significant progress, mostly by facilitating changes in ownership.</p> <p>The Combined Enforcement Team continues to prioritise visits to empty properties.</p> <p>The effect of removing Council Tax Empty property discounts, including ones for major works, will need to be monitored.</p>

E - Improve the infrastructure needs of the district

Activity	Status		Progress/ Action Note
AAP 16/17 - 02 E 01 - Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham - Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report	On Track		<p>NNDC contributing £15k to technical study for the line.</p> <p>Two separate projects identified:</p> <ol style="list-style-type: none"> 1) New halt at Broadland Business Park to be led by Broadland DC, and 2) Two trains per hour to be led by NNDC <p>Broadland DC to host a meeting in early February 2017 for elected members and interested parties with a view to establishing project boards.</p>
AAP 16/17 - 02 E 02 - Exploring with partners the scope to improve road network capacity alongside major development proposals - Consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district known as section 106 agreements	Not Started		This work has not commenced.

03 - Coast and Countryside

A - Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 03 A 01 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Develop and submit proposals for projects under the European Marine and Fisheries funding and Leader programmes</p>	<p>On Track</p>		<p>The new Fisheries Local Action Group (FLAG) is now meeting as part of a North Norfolk Commercial Fishing Forum. No Funding bids have been made as yet, though the opportunities are being explored.</p>
<p>AAP 16/17 - 03 A 02 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Analyse criteria for funding requirement from the emerging £90m coastal community fund</p>	<p>On Track</p>		<p>A list of funding opportunities and relevant projects is being maintained. The revised local forum, representing the local fishing sector and related activities, will be an important route for the development of initiatives and funding applications.</p> <p>The Coastal Community Fund was applied to support the delivery of the Deep History Coast initiative. Future CCF rounds will be considered for the fishing and agriculture sector as they arise. In addition NN now has 4 approved Coastal Community Teams.</p>
<p>AAP 16/17 - 03 A 03 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to develop and promote the Norfolk & Suffolk Coastal Partnership</p>	<p>Some Problems</p>		<p>Developing a potential new team structure and preparation for procuring new measured term contracts for coastal asset maintenance. Delivery of measured term contracts need to be prioritised and processes agreed as soon as possible to avoid disruption of future reactive maintenance of coastal assets.</p>
<p>AAP 16/17 - 03 A 04 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to work with private sector partners on a scheme for Bacton and affected communities</p>	<p>On Track</p>		<p>Developing legal agreement with Bacton operators for delivery of the construction of the schemes subject to conditions such as; consents and funding. Communications plan agreed.</p>

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 03 A 05 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following completion of the major Cromer Defence scheme. This will include development of the 'Deep History' concept.</p>	<p>On Track</p>		<p>The grant funding application to the Coastal Communities Fund (CCF) for £1.9m in relation to the Deep History project has been successful in progressing through to stage 2 of the application process. The Council now has until the 5 December 2016 in which to pull together the stage 2 application which builds upon the information provided at stage 1. Implementation of Phase 1 of the west prom project continues with various elements having been delivered so far this year. Some of these improvements relate to infrastructure works that will support further development at later stages of the project and include the relocation of the parking area, clearing of the old buildings on the Melbourne slope, ducting for provision of new lighting, drainage and improvements to power supplies. The Art Deco block has been refurbished and the Council is currently advertising for a partner to work with in further developing this building. The turrets on the zig zag slope have been restored to their former glory and environmental lighting has been installed into the pathway. Further improvements are scheduled for spring 2017 and include provision of a new retail kiosk, public conveniences and a themed children's play area which will precede the Phase 2 works.</p>

B - Protect the wonderful countryside and encourage sustainable access

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 03 B 01 - Caring for our areas of outstanding natural beauty and protected areas and liaising with other organisations - Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future</p>	<p>On Track</p>		<p>The priority at present is to focus on North Lodge Park, officers are continuing to work on the Expressions of Interest document which will hopefully bring forward a partner to invest in the park, its facilities and its attractions and to develop, manage and operate the park as a vibrant and successful public space to secure its future.</p> <p>Following a successful capital bid as part of the 2016/17 budget process, planning permission is currently being sort to develop a small car park and new public convenience facilities within the park. The public conveniences will include the provision of 'Changing Places' facilities, these are different to standard accessible toilets (or "disabled toilets") as they have extra features and more space to meet the needs of people who use them and this will be the first such development provided by the District Council.</p>
<p>AAP 16/17 - 03 B 02 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - 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</p>	<p>Completed Successfully</p>		<p>All Blue Flags have been retained at Sheringham, Cromer, Mundesley and Sea Palling.</p>
<p>AAP 16/17 - 03 B 03 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - Assess and implement requirements for new Green Flag Awards and work to retain existing awards</p>	<p>Completed Successfully</p>		<p>All Green Flag awards have been retained at Holt Country Park, Pretty Corner Woods and Sadler's Wood.</p>

C - Continue to improve recycling rates and reduce the amount of waste material going to landfill

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 C 01 - Working with other Councils on the Norfolk Waste Partnership to consider ways in which we can maximise recycling thereby minimising waste to landfill - Implement a behavioural change campaign across Norfolk to reduce waste and contaminated recycling	On Track		NWP Board will consider a report regarding food waste and alternative collections at its next meeting due to take place in March 2017.

D - Improve the environment both in our towns and in the countryside

Activity	Status		Progress/ Action Note
AAP 16/17 - 03 D 01 - Addressing properties and sites which create eyesores and detract from our natural and built environment - Through the work of the Council's Enforcement Board take appropriate action where listed buildings and buildings within conservation areas are considered to be at risk	On Track		<p>In broad terms, at the time of writing, the Board has considered 139 cases, of which all but six have seen positive action.</p> <p>The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.</p> <p>An <u>enforcement update</u> was presented to Cabinet on 5 December 2016. This report provides an update for Members on the work of the Enforcement Board over the past six months and also gives an assessment of progress made by the Board on the difficult enforcement cases since its inception.</p> <p>In addition, the report highlights recent work to combine and improve certain enforcement functions across the council. In response to the need to improve performance, the low level Planning enforcement and property based Revenues enforcement functions have been brought together in a new Combined Enforcement Team.</p> <p>The Combined Enforcement Team is now set up and significant progress on dealing with the backlog of cases has been made.</p>

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 03 D 02 - Tackling dog fouling, fly tipping and litter across our district through Community Engagement Schemes - Review our approach to enforcement and bring a report forward on agreeing direct action to complement and give community engagement schemes more power</p>	<p>On Track</p>		<p>The team have recently employed an EP Ranger post to lead on education and engagement in relation to dog fouling and other envirocrimes. This has led to streamlining of processes in particular tackling the increase in abandoned vehicles more effectively.</p> <p>We have also recently undertaken a campaign on dog fouling in East Roston working with the playing field association to stop fouling on the local football pitch. Over the Christmas period the team in conjunction with the media team undertook a Christmas theme campaign for tackling dog fouling. The particular focus was on the promenade at Sheringham, where we saw a 15% reduction in fouling after the campaign was implemented.</p> <p>We continue to train community dog wardens where they come forward and work with local communities on particular issues they have.</p>
<p>AAP 16/17 - 03 D 03 - Tackling dog fouling, fly tipping and litter across our district through Community Engagement Schemes - Ensure that 80% of reported fly-tipping and pollution complaints will be responded to within two working days</p>	<p>Some Problems</p>		<p>We continue to train community dog wardens where they come forward and work with local communities on particular issues they have to educate, inform and enforce where needed.</p> <p>The response time to pollution related complaints is currently 75%, this is lower than we would like it to be, analysis has identified some issues with the response times associated with fly tipping, some assessment is currently being completed on the figures to try and find the source of problem. It is either data handling or a failure to meet the target. Update will be provided for the next quarter.</p>

04 - Health and Well-being

A - Support local residents and their communities

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 04 A 01 - Continuing to operate the Big Society Fund to meet local needs and aspirations - Promote and monitor the fund throughout the year</p>	<p>On Track</p>		<p>The first three meetings of the Big Society Fund panel approved 27 grants totalling £201,007 to support community projects. The availability of funding is publicised and the details of successful grant applications are publicised. The nomination process for next year's Big Society Awards is now open, with nominations required to be submitted by 27 January 2017.</p>
<p>AAP 16/17 - 04 A 02 - Developing projects to address fuel poverty and energy efficiency - Continue to support schemes to enable residents to access lower priced energy through bulk purchase agreement</p>	<p>On Track</p>		<p>October 2016 auction took place as planned. Meeting in January 2017 with Norfolk Big Switch and Save partners to review operation of scheme and its effectiveness and to discuss ways to attract more registrants.</p>
<p>AAP 16/17 - 04 A 03 - Developing projects to address fuel poverty and energy efficiency - Consider the Business Plan for provision of solar panels on the Council offices</p>	<p>On Track</p>		<p>At present the Council is awaiting a survey date from contractors Honeywell, once the building has been surveyed a Cabinet report will be produced to discuss the potential options and associated costs/savings that might be achieved through the installation of a photovoltaic system.</p>
<p>AAP 16/17 - 04 A 04 - Working with charities and other voluntary organisations - Implement a new performance framework for monitoring the provision of advice and guidance through the CAB</p>	<p>On Track</p>		<p>The new contract for the advice and information contract ensures that performance information is provided on a quarterly basis and there is a regular dialogue with the service provider to monitor and review the service provision.</p>

B - Address issues leading to ill health and improve the quality of life for all our residents

Activity	Status		Progress/ Action Note	
AAP 16/17 - 04 B 01 - Encouraging more community involvement and volunteering - 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	On Track		A draft Community plan has been created and is in place for Stalham Town Council. Presentations have been delivered to Overstrand and Cromer Parish/Town Councils. The team continues to support the existing community groups in place and help a number of Councils continue to progress parish plans appropriate to their circumstances.	
AAP 16/17 - 04 B 02 - Provide support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives - Continue to work with a wide range of partners we will develop and extend the Early Help Hub model to provide early intervention and preventative support to vulnerable families and older people	On Track		Continuing engagement with other statutory agencies and voluntary sector organisation that provide advice and support to people of all ages. NCAN training well received amongst partner agencies. Some security testing and Data Sharing Protocol issues to be resolved before some partners complete final formal sign-up to the NCAN system.	

C - Encourage participation in a range of sports and activities

Activity	Status		Progress/ Action Note	
AAP 16/17 - 04 C 01 - Promoting North Norfolk as a sporting centre of excellence, to encourage our talented young people to aim for and reach the highest possible level in their sport - Liaise with partners that can support the project with a view to commencing delivery from January 2017	On Track		The first term has gone well. Several athletes (runners) have been selected to compete for the County cross country team, and three were crowned as county champions!	

Activity	Status		Progress/ Action Note	
<p>AAP 16/17 - 04 C 02 - Working with partners to invest in sport and recreation facilities across the District - Implement the workstreams contained in the leisure facilities strategy; work with the community to realise the reopening of the Fakenham academy pool, lead the feasibility for an indoor tennis facility, work with local clubs to support a purpose built gymnastic facility in North Walsham, consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham</p>	<p>On Track</p>		<p>The gymnastics centre is looking to be open during this summer 2017. We have begun work on the Cromer Sports Hub, consulting with Cromer Academy and the Lawn Tennis Association (LTA) regarding indoor tennis courts. Gleeds are also supporting this work.</p> <p>Gleeds have made progress on the Splash site, to work up a model that provides a new leisure facility.</p>	
<p>AAP 16/17 - 04 C 03 - Supporting iconic sporting events - Develop a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district.</p>	<p>On Track</p>		<p>Framework complete.</p>	
<p>AAP 16/17 - 04 C 04 - Promoting health and fitness for all ages, abilities and ambition - Support communities to develop and sustain sports clubs and hubs</p>	<p>On Track</p>		<p>This project continues to be successful. Mundesley Sports Hub was recently handed over to the community. We are now working on year three of the project setting up activities in the wet of the district.</p>	

05 - Delivering Service Excellence

A - Help you to get what you need from the Council easily

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 05 A 01 - Redesigning services around the customer and using technology as a driver for efficiency - Implement the outcomes of the Business Process Review within Planning</p>	<p>Some Problems</p>		<p>Some elements such as the Digital Mailroom have been successfully implemented. Progressing has been made with the implementation of the Enterprise workflow system to track planning application. However there have been delays with the constraint mapping, validation check list, and self serve elements of the new website.</p>
<p>AAP 16/17 - 05 A 02 - Redesigning services around the customer and using technology as a driver for efficiency - Review other business processes to identify future customer service improvements and financial savings</p>	<p>On Track</p>		<p>Business process review (BPR) in Environmental Health (EH) is progressing well. New EH system to support BPR has been procured and will be implemented in line with the outcomes of BPR.</p> <p>New Customer Contact solution has been procured and will be commissioned in quarter 1.</p> <p>Enhanced Web site now live. Improved service access for customer being rolled out on an on-going basis. Online car park season tickets available. Enhanced customer query management system live.</p> <p>Customer Service Strategy approved.</p> <p>Communications Strategy with members for approval February 2017.</p>
<p>AAP 16/17 - 05 A 03 - Redesigning services around the customer and using technology as a driver for efficiency - Promote and optimise the use of social media and our website for those communicating and doing business with the Council</p>	<p>On Track</p>		<p>Content was on track for the launch of the new website at the end of January. Awaiting functionality for the car park season ticket booking and contact us forms. The Communications Web Team is liaising with service managers with a view to all site content going live.</p>
<p>AAP 16/17 - 05 A 04 - Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone - Review all online content as part of the web redesign</p>	<p>On Track</p>		<p>Content was on track for the launch of the new website at the end of January. Awaiting functionality for the car park season ticket booking and contact us forms.</p>

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 05 A 05 - Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone - Use pro-active and promotional campaigns linked to the Council's priorities</p>	<p>On Track</p>		<p>Promotional campaigns are underway and work is progressing well. The Dog "No Messing" campaign ran on social media over Christmas time and warning signs were stencilled on to specific areas e.g. Sheringham prom, to remind dog owners to pick up after their pets.</p>
<p>AAP 16/17 - 05 A 06 - Collaborating and developing local solutions leading to a more joined up service for our residents - Review our use of assets through the One Public Estate programme.</p>	<p>On Track</p>		<p>Officers submitted initial outline proposals for schemes which could potentially be considered from North Norfolk under the next round of OPE funding for consideration as part of the programme.</p> <p>The list of projects is sensitive to a range of issues such as pressures on existing service arrangements through old buildings, increased service demand, changing service delivery arrangements and future population growth as being considered through the current review of the North Norfolk Local Plan. While some initial tentative discussions have been held with some partners others have not so any schemes are currently confidential and subject to further discussion and agreement prior to any substantive work being undertaken.</p> <p>District Council officers are meeting with representatives from the County Council's Property Team in February to discuss the future OPE work programme and how North Norfolk can be included within this.</p>
<p>AAP 16/17 - 05 A 07 - Collaborating and developing local solutions leading to a more joined up service for our residents - Monitor rollout of universal credit in the District, working closely with the DWP</p>	<p>On Track</p>		<p>The current timeframe for Universal Credit (UC) full service for the district is June 2018 for Cromer Job Centre plus and September 2018 for Fakenham and North Walsham Job Centre plus. A small part of the district is now on UC full service with Great Yarmouth Job Centre plus.</p> <p>Regular meetings continue with the DWP, Registered Social Landlords (RSL) and other stakeholders. A service level agreement is in place between the Authority and Citizens Advice Bureau (CAB) for CAB to provide personal budget advice to UC customers.</p>

B - Ensure the Council's finances continue to be well managed and inform our decision making

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 B 01 - Reducing overheads and sharing services where appropriate - Develop a Public Services Hub at North Walsham and Fakenham	On Track		Fakenham Connect – continuing discussions with interested partners re increased shared public services facility at the building.
AAP 16/17 - 05 B 02 - Maximising the value from services delivered through contracts - Benchmark the following contracts in preparation for future procurement; Leisure, Cromer Pier	On Track		The pier contract opportunity is currently out to advert with expressions of interest due back during February 2017.
AAP 16/17 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Review the provision of public conveniences and identify any redevelopment opportunities	On Track		Report regarding asset commercialisation presented to Cabinet at the start of February 2017 and then going on to Overview and Scrutiny and Full Council later in the month. Initially considering four Council owned sites.
AAP 16/17 - 05 B 04 - Investing in property as a means by which we will improve income streams - Establish a Property Development Company and prepare a business case	On Hold		Report not discussed at Cabinet in October 2016. Still currently investigating opportunities for a property company which will be the subject of a Cabinet report if this is to be progressed.
AAP 16/17 - 05 B 05 - Publishing decisions in accordance with the governments transparency agenda - Publish quarterly and monitor any new requirements	On Track		A review of the information published is taking place as a part of the launch of the new website.

C - Value and seek to develop the Council's staff and Members

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 C 01 - Recognising and rewarding good performance and celebrating success - Prepare an options report on performance related pay and reward and recognition schemes	Completed Successfully		This has now been completed with Full Council agreeing to a recommendation to increase salary scales by 1 SCP. This will be applied from 1 April 2017.

Activity	Status		Progress/ Action Note
<p>AAP 16/17 - 05 C 02 - Encouraging a culture of learning and development - Develop an action plan to improve on the areas of weakness highlighted in the Gold IIP assessment by December 2016</p>	<p>On Track</p>		<p>The Learning and Development programme has been enhanced, adding new courses based on corporate needs e.g. the wellbeing workshops. CLT have given approval to implement a staff reward and recognition scheme called Wider Wallet.</p>
<p>AAP 16/17 - 05 C 03 - Offering focused training to our staff - Undertake 100% of appraisal development meetings to identify training and opportunities for succession planning</p>	<p>On Track</p>		<p>There has been an 82% completion rate on mid-year appraisals.</p>
<p>AAP 16/17 - 05 C 04 - Offering Members the opportunity to develop their expertise - To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge</p>	<p>On Track</p>		<p>Member Development Group continues to make good progress on developing and enhancing the specialist skills and knowledge of Members. Sessions are planned on media awareness together with both basic and advanced social media skills. All Members that have required basic planning training have now completed this and nay planning training going forward will now focus on specific topics.</p>

Version Control

Version	Originator	Description including reason for changes	Date
0.1	Helen Thomas	First draft for Heads of Service to review and complete	08/02/2017
0.2	Helen Thomas	Second draft sent to Duncan Ellis	10/02/2017
0.3	Helen Thomas	Third draft for pre Cabinet	13/02/2017
0.4	Helen Thomas	Final for Cabinet agenda	23/02/2017
0.5	Helen Thomas	Final for web publication – minor amendments	03/03/2017