

Our Delivery Plan

2022/23 – 2023/24



Our Delivery Plan for 2022/23 - 2023/24

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2018 which has seen the councils develop a single officer team working across two districts.





Largest partnership of its kind with responsibility for

563 sq miles

Home to the

**NRP, Lotus,
The Broads**

and the visitor attraction with the highest footfall in Norfolk (Dinosaur Park)

Location of over

10,000

businesses
across the two
economies

Home to

260,000
residents

10 market
towns

Both in the

top 5 economies

to bounce back from Covid (Grant Thornton)

Our partnership has enabled us to have a stronger voice nationally, securing increased funding of £147.4m from central government to support our coronavirus response. This has enabled us to continue providing the local services our communities value. This comes at a time when many councils are facing funding pressures and budget gaps. Some of the things our One Team has achieved so far include:

- Launching a new housing system, giving you more flexibility to choose your own home
- Securing millions of pounds to support our local businesses
- Developing an Environmental Strategy for each district to protect and enhance our local environment
- Delivering a new Enforcement Strategy and Plan across the two Councils, supporting our high-quality customer-focused service delivery
- Unveiling Broadland Country Park for you to enjoy exploring, walking, cycling and horse riding
- Throughout coronavirus South Norfolk innovated and launched a new and enhanced leisure online platform making it easier for you to stay fit and healthy
- Creating a single website and email address for the Councils, helping us develop and improve our digital services for you
- New telephony system to make it easier for you to access our services, and support remote working, allowing us to be accessible for you in any location.

Our Strategic Plan for 2020-2024 has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next three years working as a partnership.

Challenges in the future are changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those challenges. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

As coronavirus continues to be the biggest challenge the UK has faced in generations, the last two years have been exceptionally difficult for the people and businesses in our district. Its impact on people's health, wellbeing and the economy continues to be substantial. The collaboration has meant that with increased capacity, resilience and closeness to the community, our Councils are able to quickly step-up and provide on-going help at times of need and support during the recovery. Since the end of March 2020, here are some examples of successes from some of our one team:

Help Hub

20,104

calls taken from residents asking

5,000

calls made to shielding residents

**7 day
a week
working**

Hub support line opened

**until
22:00**

4,373

individuals visited on enhanced contact tracing to support self-isolation

Financial support to residents

51,764

calls taken by the Housing and Benefit Team

5,821

Benefit and Council Tax Support Claims received

£73,000

paid through Covid-19 hardship fund

£1,260,935

paid in extra Council Tax support

£263,000

paid in track and trace payments

In the community

2,750

prescriptions
collected

3,150

shopping
trips done

560

households
in food
poverty fed

4,000

food parcels
delivered

8

tonnes of food
distributed
to residents

45

community support
groups formed with
4,000
volunteers

Housing

294

residents provided
with temporary
accommodation

739

residents housed

781

people helped onto
the housing register

1,694

people a month
provided housing
advice

Corporate Achievements

85%

of staff working remotely

15%

of staff working from our offices

32

of our leisure staff redeployed to the NHS, 48 of our staff offering time to help the NHS

Launched zoom for over

600

staff and councillors

140

virtual committee meetings broadcast on YouTube, with over 19,500 views, totalling 4700 hours watch time

44

Trained Mental Health First Aiders

Supporting Businesses

£84 million

in grants to local businesses

10,000

businesses called offering support

First Councils to distribute
£1 million

to businesses forced to close

£1 million

of support distributed for every week of lockdown

We reviewed our working and office layouts to ensure we keep our customers, staff and members safe in Covid secure work-spaces.

The Councils recruited jointly to a new team – our Covid Support Advisors – who have offered practical help and support to both our businesses and residents.

Following the closure of the leisure centres, the Leisure Team worked across the one team in both districts, helping to support teams who were under pressure. The leisure team also helped at testing and vaccination sites and on the local hospital wards.

A Joint Covid Recovery Plan was agreed by both Councils in July 2020 which is currently being reviewed and updated.

Celebrated and thanked our Covid Community Heroes to recognise their amazing efforts in helping us with our response to Covid-19

Our One Team – delivering for the residents of Broadland and South Norfolk.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2022/23 - 23/24.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These are underpinned by how we deliver our services through our people, our approach and performance.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focussed on the three service areas the council is made up of, with each activity carried out being linked back to the key priority areas.

The Vision for our place

Working together to create the best place and environment for everyone, now and for future generations

Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.

Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.

Protecting and improving our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.

Moving with the times, working smartly and collaboratively

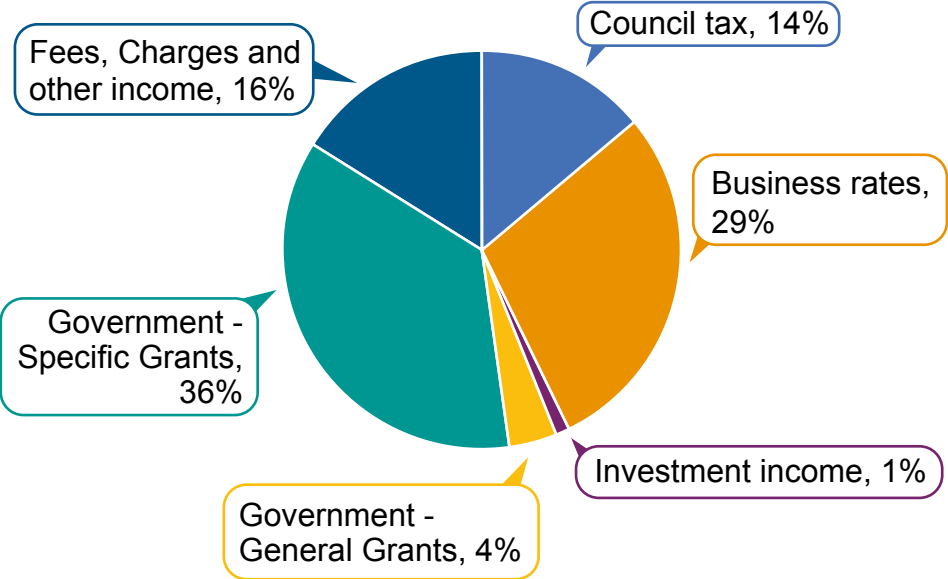
- Promote a place which has a clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.



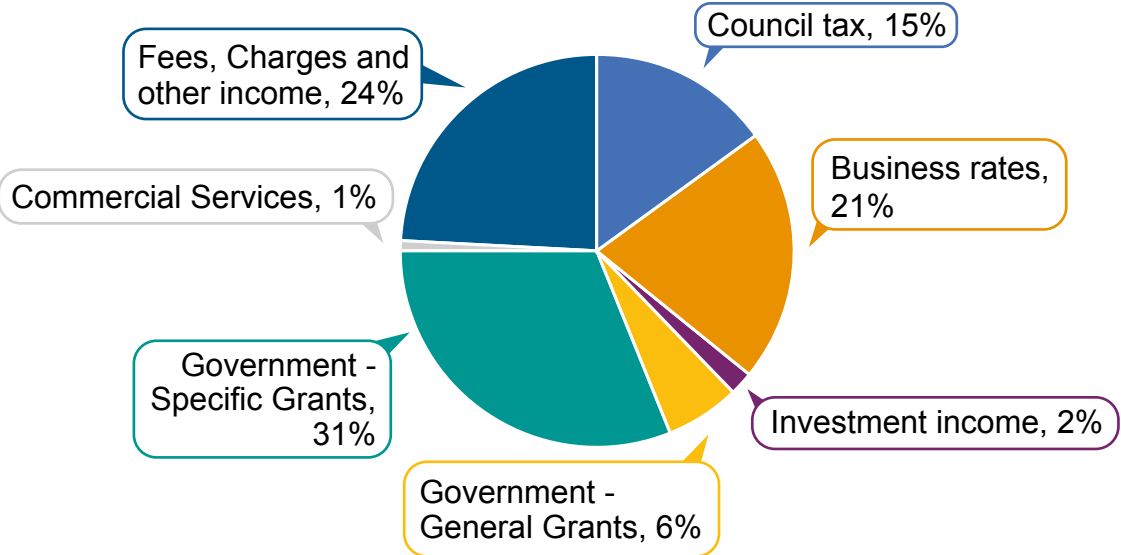
Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment.

Broadland District Council - Where does the money come from

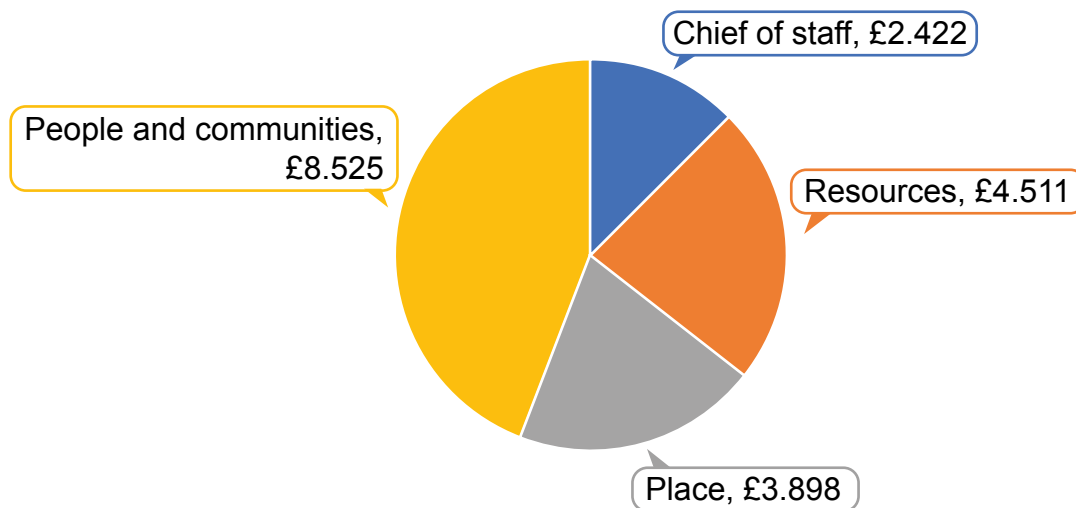


South Norfolk Council - Where does the money come from

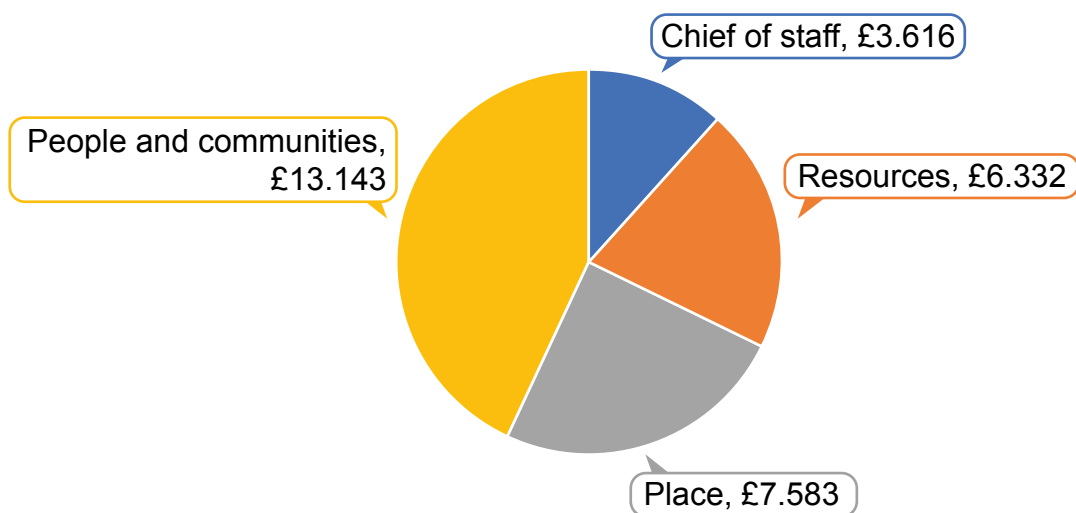


How our budget is to be spent in 2022-23

Broadland District Council - (Spend in millions)



South Norfolk Council - (Spend in millions)



Broadland District Council



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Delivery Programme - Projects for 2022 – 2024 (last updated in November 2022)



Growing the economy

Our long term ambitions:

- Promote our areas as a place that businesses want to invest in and grow, attracting investment for our areas
- Build a productive, high performing and dynamic economy for the future
- Create an inclusive economy which promotes skills and job opportunities for all

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
GE1	(Both) Economic Development Strategic Plan Delivery of an Economic Strategic Plan to support economic recovery and take advantage of future growth opportunities.		October 2021 – June 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Programme Manager - Economic Growth
GE2	(SNC only) Harleston Public Realm Improvements Creating a template for High street and public realm enhancement documents for future funding opportunities.	✓	October 2021 – December 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns & Business Development Manager
GE3	(Both) Car Parking & Electric Vehicle Charging Points (EVCP) Work with the Norfolk Parking Partnership to develop and implement a car parking strategy for Broadland and South Norfolk including the provision of electric vehicle charging points.		November 2021 – March 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Market Towns & Business Development Manager & Clean Growth and Sustainability Manager

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
GE4	(SNC only) Electric boat charging points Work with the Broads Authority to enable the provision of electric boat charging points.		Pilot Project Launch May 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns & Business Development Manager
GE5	(BDC only) Food Innovation Centre and wraparound support package Providing grow-on space and innovation support for eligible food and drink businesses.	✓	Capital Build Complete Wraparound support: June 2021 – June 2023	Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
GE6	(Both) Comprehensive Review of Council Owned Assets Collation of council assets into a single Works Programme for the maintenance, repair and re- purposing of Council assets to optimise use and to support ongoing projects.		September 2022 – September 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Community Assets Manager
GE7	(Both) Affordable Housing Commuted Sums – operational plan Finalise and implement a plan for spend of the Affordable Housing Commuted Sums. which will aim to maximise the delivery of new affordable homes whilst making best use of all suitable funding opportunities.		September 2021 – March 2023 Draft complete September 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
GE8	(Both) One Public Estate (OPE) Programme Providing shared facilities as part of the OPE programme. This is an ongoing programme which will identify new projects that may	✓	July 2021 – March 2024 (and ongoing)	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
	generate commercial return for the Councils.				
GE9	(Both) Development of Business Cases for Further Commercial Investment Opportunities Explore commercial and strategic opportunities which can contribute to and support growth in the economy.	✓	August 2021 – March 2024 (and ongoing)	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager & Strategic Growth Projects Manager
GE10	(SNC only) Develop Local Development Orders for Consideration at Key Employment Sites If approved, these planning outcomes will secure and fast-track economic growth opportunities.	✓	March 2022 – March 2024	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth Strategic Growth Projects Manager



Supporting individuals and empowering communities

Our long term ambitions:

- Ensure that the most vulnerable feel safe and well
- Empower people to succeed and achieve their aspirations
- Create and support communities which are connected and are able to thrive

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
SI1	(Both) Review of our holiday activity schemes including Tots2Teens and Kids Camp Provide a consistent approach that meets the needs of families and is financially sustainable.		October 2021 – July 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC) Cabinet Member for Customer Focus (SNC)	AD Individuals and Families & AD Community Services
SI2	(Both) Review to explore improvements to the way to support independent living		September 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
SI3	(Both) Deliver improvements to how customers access and are supported through housing Drive efficiency, reduce unnecessary contact and provide more preventative information and advice.	✓	October 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
SI4	(Both) Review of our temporary accommodation Enable more efficient use of our temporary accommodation and a clearer pathway from homeless to sustainable housing.	✓	October 2021 – December 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager
SI5	(Both) Development of our successful help hub and partnership approach Providing prevention, advice and support to residents.		April 2022 – February 2024	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager
SI16	(SNC Only) Finalise options and a decision made for the future leisure provision in Diss Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		April 2023 – linked to GE8	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager
SI17	(SNC Only) Expand leisure offer in the East Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		April 2023	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager
SI18	Delivering a locality Health and Wellbeing strategy via the development of locality led Health and Wellbeing Partnerships in each district to drive partnership work and increase investment in prevention and addressing inequality.	✓	January 2022 – January 2023 (then ongoing BAU)	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	Director of People and Communities / AD Individuals and Families



Protecting and improving the natural and built environment, whilst maximising quality of life

Our long term ambitions:

- Take proactive steps to preserve the natural and built environment
- Ensure we have the right homes for everyone
- Build a place that everyone can be proud of

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
PE1	(BDC only) Work with Veolia to continue the successful mobilisation and monitoring of new Broadland waste contract, including the introduce of WEEE collections and the expansion of food waste across the whole district from October 2022 -	✓	November 2021 – October 2022	Cabinet Member for Environmental Excellence (BDC)	AD Community Services
PE2	(Both) Planning for a New Settlement Assess the availability, suitability and achievability of New Settlement proposals in Greater Norwich.	✓	March 2023 – March 2024	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Place Shaping Manager
PE3	(Both) Develop and deliver a strategy and specific action plans to decarbonise council activities towards achieving Net Zero		Develop decarbonisation strategy and outline action plans by March 2023 Develop and implement costed actions from 2022 through to March 2024 and beyond	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Economic Growth & Clean Growth and Sustainability Manager
PE4	(Both) Review of existing Tree Preservation Orders Ensure we have up to date Tree Preservation Orders, enabling us to		December 2022 – June 2025	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Development Manager

	protect specific trees, groups of trees or woodlands in the districts.				
PE5	(Both) Finalise options and develop full business cases for the improvements to Frettenham depot and replacement for Ketteringham depot Reduce carbon footprint, improve quality of staff welfare and facilities, future proof facilities and ensure safe operations.	✓	April 2022 – April 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services
PE6	(Both) Tree Planting Deliver a programme of community engagement activity and enabling including specific projects to deliver tree planting targets.		April 2022 – March 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Economic Growth & Clean Growth and Sustainability Manager
PE7	(BDC only) Review of opportunities of a Green Finance models Enabling capital-raising and investment for new and existing projects with environmental benefits.		October 2021 – March 2023	Cabinet Member for Finance (BDC)	AD Finance



Our long term ambitions:

- Promote an area which has a clear and ambitious offer
- Provide truly commercial, entrepreneurial and collaborative public services
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
MT1	(Both) Implementation of a new Finance system (forms part of the Systems Transformation Programme) Enabling a single system and improved working practices delivering on the One Team Collaboration.	✓	September 2021 – April 2022	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC)	AD Finance
MT2	(Both) Waste Customer Services Review Review alignment of our waste customer services and operational systems including utilisation of In-Cab technology.	✓	December 2020 – March 2023	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services & Waste Senior Operations Manager
MT3	(Both) Business Case for a Customer Relationship Management (CRM) system Scope and opportunities identified with the aim to support the	✓	January 2022 - May 2023	Cabinet Member for Transformation and Organisational	AD ICT/Digital and Transformation

	organisation to organise and manage our customer relationships.			Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	
MT4	(Both) Review of our office accommodation and implementation of recommendation(s); including projects such as hub and spoke model Enable a work environment that supports our core principles and culture.	✓	December 2021 – March 2023 (timeline agile depending upon outcomes of the review)	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	Director of Resources
MT5	(Both) Explore options of introducing webchat functionality for customers to establish the potential of webchat as an access channel Enabling customers to be able to access our services through their channel of choice.		April 2022– December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT6	(Both) Expansion of Office 365 product suite Facilitate further digital transformation and innovation in the way we work.	✓	June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC)	AD ICT/Digital and Transformation

				Cabinet Member for Governance and Efficiency (SNC)	
MT7	(Both) Delivery of Phase 2 of the joint website Implementation of new features, services, and capabilities within the Digital Services offerings.		June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT8	(Both) Provision of a remote access solution Enable true workforce agility using a robust and secure solution.	✓	Exploration June 2022 – December 2022 Delivery January 2023 - March 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT9	(Both) Implementation of a new Planning System (forms part of the Systems Transformation Programme) Enabling a single system and improved working practices.	ü	March 2022 – March 2023	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Business Improvement Manager
MT10	(CNC) Record Digitisation Comprehensive review of all historic paper files currently stored at several locations, to digitise all necessary		April 2022 – April 2025	Cabinet Member for Planning (BDC)	CNC Service Manager

	records and securely dispose of remaining records.			Cabinet Member for Stronger Economy (SNC)	
MT11	(Both) Delivery of Moving Towards a First-Class Customer Service Strategy Embed progressive services that are driven by customer insight and engagement to ensure they meet customer need.	✓	April 2022 – April 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Customer Focus (SNC)	AD ICT/Digital and Transformation
MT12	(Both) Back scanning of planning files Enabling a fit for purpose electronic planning application data set.		April 2022 – March 2024	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Business Improvement Manager
MT13	(Both) Implementation of a new Revenues & Benefits System (forms part of the Systems Transformation Programme) Enabling a single system and improved working practices.	✓	April 2022 – October 2023	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC) Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
MT14	(Both) Implementation of the Elections Bill Achieve compliance with the new legislation.	✓	April 2022 – March 2024	Leader and Cabinet Member for Policy (BDC)	Chief of Staff

				Leader and Cabinet Member for External Affairs (SNC)	
MT15	(Both) Review and alignment of Constitutions Processes and delegations are aligned to assist effective governance across one officer team.	✓	April 2021 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff
MT16	(Both) Delivery of One Team Staff Development Programme Attracting and retaining key talent to the One Team.	✓	April 2022 – March 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	Chief of Staff
MT17	(Both) Delivery of the Business Intelligence Programme Providing performance data which is easy to access, reliable and available at the right time to the right people to support strategic and operational decision making and drive service improvement	✓	Proof of Concept agreed: February 22 Delivery: April 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation

MT18	(BDC) Migration of data to Her Majesty's Land Registry (HMLR) Centralisation of local land charges as required by the Infrastructure Act 2015 which transferred responsibility for local land charges to HM Land Registry	✓	April 2023 – December 2023	Cabinet Member for Planning (BDC)	Director of Place & Business Support Manager
MT19	(Both) Electoral Boundary Review Every polling district has an accessible polling station. Our electoral boundaries ensure that communities are fairly represented	✓	October 2023 – January 2025	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff
MT20	(Both) Review the provision of WiFi to ensure it is fit for purpose and value for money. Implement the review recommendations to ensure the Wi-Fi provision is up to date and fit for purpose to support our new ways of working		December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT21	<NEW> (BOTH) Complete the migration of M365. Provide a streamline and efficient technology architecture to enable staff to unlock new ways of working by integrating the current SNC & Broadland domains into one new southnorfolkandbroadland.gov.uk domain	✓	May 2022 - December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation

MT22	<NEW> (BOTH) Review the ICT and Digital Strategy and devise the associated IT Roadmap.	✓	June 2022 – March 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT23	<NEW> (BOTH) Implement the Portfolio Approach for Transformation projects and programmes. Provide an effective and embedded governance approach to managing projects and programmes that aligns delivery with resource and provides transparency and effective reporting of transformation benefits.		October 2022 – March 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT25	<NEW> (BOTH) Implement a single network to increase performance and resiliency.		April 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance	AD ICT/Digital and Transformation

				and Efficiency (SNC)	
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Our Business As Usual Activities which support us to achieve our ambitions:

Alongside delivering our key projects and programmes, the main bulk of our work is delivering key and critical Council services to our customers. The below table provides the overview of these BAU activities:

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A Chief of Staff – Governance					
A1	Review of members Code of Conduct	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	May 2023	Monitoring Officer	Links to all priority areas
A2	Review process for Freedom of Information Requests and Subject Access Requests	A new process / system which would streamline the process, for all involved, with a view to linking into the CRM project if possible	July 2022	Chief of Staff	Moving with the times, working smartly and collaboratively
A3	External review of the Internal Audit Service against the Public Sector Internal Audit Standards	Continued compliance with the Public Sector Internal Audit Standards.	December 2022	Head of Internal Audit	Moving with the times, working smartly and collaboratively
A4	Provision of Governance & Democratic function	Decisions are made in accordance with legislation and the constitution.	Ongoing	Chief of Staff	Links to all priority areas

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A5	Member development and training	Well informed members who make sound decisions	Ongoing	Chief of Staff	Links to all priority areas
A6	Data Protection and Freedom of Information (FOI) compliance	Minimal data protection breaches, with very few requiring report or resulting in complaints to the Information Commissioner's Office (ICO). FOI requests are responded to in statutory timeframe, the Councils receive minimal internal review and complaints to the ICO.	Ongoing	Chief of Staff	Links to all priority areas
A7	Equalities - monitor and assist compliance with public sector equality duty	The Councils are compliant with their equality duties, ensuring equality considerations are at the centre of policy formulation and decision making.	Annual report - 31 January Review and Publish Equality Objectives by April 2024	Chief of Staff	Links to all priority areas
A8	Provision of a high-quality Internal Audit Service to both Councils across Norfolk and the East	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	Head of Internal Audit	Links to all priority areas
A9	Publishing and maintaining the electoral	The electoral register is accurate and complete as possible, ensuring	<ul style="list-style-type: none"> July/August - data matching exercise 	Electoral Registration Officer	Links to all priority areas

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	register, including the annual canvass	that everyone who is eligible and wants to vote is able to do so.	<ul style="list-style-type: none"> • August/November – annual canvass • 1 December – publish an electoral register • February – postal voter identifier refresh 		
A10	Deliver effective and efficient elections for all types of election activity	Polls are delivered to ensure a consistent high-quality experience for voters and those wanting to stand for election.	<ul style="list-style-type: none"> • Any by-elections that occur up to 2024 • District and parish elections – 4 May 2023 	Returning Officer/ Chief of Staff	Links to all priority areas
A11	Civic Receptions	Well planned and successful civic and Chairman events that promote the Council and ensure that the community is well represented.	Ongoing	Chief of Staff	Links to all priority areas
B Chief of Staff - HR and OD					
B1	Management of employee absences and turnover	Short term and long-term sickness absence targets % reduction in absence Staff retention target of 90%	Monitored and reported Quarterly	Chief of Staff	Links to all priority areas
B2	Employee Wellbeing	Utilisation of Employee Assistance Programme	Ongoing	Chief of Staff	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		and Mental Health First Aiders			
B3	Create a culture to enable employees to be the best version of themselves	<ul style="list-style-type: none"> • % response rate employee opinion survey • % improvement wellbeing survey • % improvement employee opinion survey • % completion rate half year and end of year appraisals 	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
B4	Workforce Planning Strategy to include hybrid working, talent management, graduates & apprentices and future skills with partner organisations	<ul style="list-style-type: none"> • # Output measured high performance ratings • # career moves / internal promotions • # recruits against strategic target 	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
B5	Build on and create an inclusive One Team culture	<ul style="list-style-type: none"> • Completed gender pay submission • Completed action plan 	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
C Chief of Staff – Marketing and Communications					
C1	Create targeted and effective stakeholder communication strategies to ensure all	<ul style="list-style-type: none"> • Growth in social media engagement and following 	<ul style="list-style-type: none"> • Residents' magazines March 2023 and 2024 July 2023 and 	Chief of Staff	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	stakeholders receive the information they need at the right time through the right channels	<ul style="list-style-type: none"> Over 60% positive and neutral sentiment press clippings Volume increase year on year of positive and proactive coverage More than 75% of staff believe they are adequately to extremely well informed 	2024 November 2023 and 2024 <ul style="list-style-type: none"> Social media Year round Public relations Year round Internal communications annual plan September 2022 and 2023 Internal communications benchmarking survey August 2022 and 2023 		Supporting individuals and empowering communities
C2	Creation of revenue streams through the creation of third-party advertising and sponsorship opportunities	<ul style="list-style-type: none"> 10% increase in revenue compared with 2021/2022 10% increase in revenue compared with 2022/2023 	<ul style="list-style-type: none"> March 2023 March 2024 	Chief of Staff	Moving with the times, working smartly and collaboratively
C3	Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards	<ul style="list-style-type: none"> Number of nominations comparable with previous years for all awards Positive engagement with social posts promoting event and event winners Positive level of business 	Award dates TBC	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		engagement through sponsorship of awards			
C4	Delivery of Marketing and Comms campaigns for each service area	A good level of awareness of promoted support/service with targeted stakeholder. Exact measures to be documented in the relevant Marketing and Comms Plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas
C5	Supporting resident engagement on County-wide initiatives	A good level of awareness of promoted support/service with targeted stakeholder detail of which will be documented on the communications plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas
D Resources – Council Tax and NNDR					
D1	Implement NDR Revaluation on 1 April 23	Revaluation of NDR delivered accurately and on time.	1 April 2023	Internal Consultancy Senior Lead (CTAX NNDR)	Moving with the times, working smartly and collaboratively
D2	Collection of Council Tax and NDR	Collection rate exceeds the target set.	Ongoing	Revenues Manager	Moving with the times, working smartly and collaboratively
E Resources – Finance					
E1	Financial support to key corporate projects	Development of a sound financial case and support where applicable.	Ongoing dependent upon project timelines	Senior Finance Business Partner & Procurement Team	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		Procurement advice to be provided as required.			
E2	Implementation of new accounting standard (IFRS 16) for leases	Successful implementation for 23/24 Accounts	May 2024	Capital Accountant	Moving with the times, working smartly and collaboratively
E3	Retender contracts eg Cash Collection Contract. Merchant Acquiring Contract	New contact in place	December 2022	Finance Manager	Moving with the times, working smartly and collaboratively
E4	Produce a new Procurement Strategy and review approach to sustainability in Procurement	New Strategy delivered	April 23	Procurement Consortium	Moving with the times, working smartly and collaboratively
E5	Delivery of core Accountancy services	The Councils' resources are managed effectively and provide value for money.	<ul style="list-style-type: none"> Feb – Budget Jun - Accounts 	Finance Manger & Senior Finance Business Partner	Moving with the times, working smartly and collaboratively
E6	Delivery of core Financial Transactions services	The Councils' resources are managed effectively and provide value for money.	Ongoing	Finance Manager	Moving with the times, working smartly and collaboratively
E7	Delivery of core Procurement services. Nb: Will be working in collaboration with Breckland so will be looking to standard processes and develop	The Councils' resources are managed effectively and provide value for money.	Ongoing	Procurement Consortium	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	contract management practices.				
F Resources – Customer Services					
F1	Expand and improve our customer access channels in line with our Digital Strategy and our Systems Transformation Programme	Customers can access our services through their channel of choice. Each access channel is cost-effective in its delivery of services.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F2	Support the delivery of the outputs of the Accommodation Programme	Providing the best service, we can to our customers.	December 2022 (depending on outcomes of accommodation review)	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F3	Maintain effective and efficient customer contact centre that reflect both customer and business need in line with the strategic direction of the One Team	Core customer contact team understands and acts on operational data with a suite of relevant KPIs. Call centre understands demand, resources and continually identifies/shares insight that applies to service areas across the organisation.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F4	Support transformation projects by embedding the use of customer insight data across the organisation	Customer insight drives appropriate business decisions using toolkits, techniques and data.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
F5	Align Out of Hours contracts to ensure they remain value for money and reflect business need	Provide the customers with a accessible and cost-effective out of hours phone system.	October 22 – March 23	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G Resources – ICT/Digital					
G1	Support the technical delivery of the Systems Transformation Programme	ICT/Digital platforms that are aligned to the One Team, delivered to requirements	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G2	Support the delivery of corporate projects such as Accommodation Review, Business Intelligence	Projects are supported from ICT/Digital to be delivered.	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G3	Support in the delivery of existing and any emerging customer access channels such as, the Telephony System	Optimised customer access channel that delivers on the vision of our Digital Strategy and Customer Charter	Throughout 2022	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G4	Deliver effective and efficient ICT operations service that meets the needs of the customer	Council systems, infrastructure and the service desk are operating in line with the business need and customer expectations	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G5	Keep abreast of new and emerging technologies and the opportunities for their adoption across the One Team	An adaptable and progressive ICT/Digital service that delivers on customer need.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
G6	<NEW> Implement an ITIL-based Service Management capability	A service desk that meets operational need with a customer-first focus	June 2022 – March 2023	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
H Resources – Facilities					
H1	Delivery of capital works to Council offices	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Dependent upon outcome of accommodation review.	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
H2	Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
H3	Review the current opening hours of the Councils' HQ buildings	Our office opening hours reflect the needs of customers and the business and are consistent across sites.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
I Resources – Innovation, Strategy and Programmes					
I1	Development and delivery of a new planning and performance framework	The organisation has a clear vision and framework for performance, ensuring it stays abreast of any key service delivery	May 2022	Strategy and Programmes Manager & Transformation Lead Officer	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		issues at all levels and risk is minimized.			
12	Implementation of System Transformation Service Reviews within Planning/Environmental Health & Food, Safety & Licencing	The service area is supported to deliver an impactful transformation review which delivers efficiencies, cost-effectiveness and increased levels of service.	January 2023	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively
13	Implementation of Business Transformation Service Reviews across the organisation	Service areas are supported to deliver impactful transformation reviews which deliver efficiencies, cost-effectiveness and increased levels of service.	Expected to start in 2023/24	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively
14	Development of a new 4-year Strategic Plan for the two Councils, leading to the end of the current Strategic Plan in 2024	The Councils remain efficient and effective, future focused and plans activities to achieve our vision and goals.	April 2023 – April 2024	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
15	Programme management of SPARK Transformation Programme	Delivery of Feasibility Study collaboration roadmap.	Ongoing	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
17	Monitoring, analysing and reporting of strategic risk, performance and finance to CMLT and Members; including in year reviews and updates of the Delivery Plan for 2022/23 – 2023/24	Risk is minimised where possible and performance is used to drive service improvement.	Quarterly	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
18	Provide training and support to the Internal Consultancy Team	Capability within the team is built and the Transformation agenda is delivered in an effective way.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
19	Build understanding and capacity within the central transformation and strategy team and then wider organisation of agile working and the concept of innovation.	Better support to the organisation to increase productivity and efficiency, and creativity for transformation and change.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
110	Monitoring the performance of the business through the Quarterly Business Governance Quarterly Reports to CMLT	Corporate Governance oversight which provides assurance against statutory requirements and other key metrics and to inform corporate decision-making process.	Quarterly	Transformation Lead Officer	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
J People and Communities – Early Help					
J3	Refreshed post-Covid approach to support good physical and mental health through well placed / timed interventions	Increased participation in activity in identified thematic and geographical hotspots such as anti-social behaviour, falls, obesity	Supporting four target cohorts per annum	Help Hub and Communities Senior Manager/Leisure Business Development Managers	Supporting Individuals & Empowering Communities
J5	Influence the range of training opportunities to support South Norfolk and Broadland businesses, employability and encourage lifelong learning	Increase in residents accessing training, confirmed via annual skills survey	March 2023	Assistant Director Individuals and Families Assistant Director of Economic Development	Growing our economy
J6	Support a range of events, activities and networks to raise awareness of community-based services and celebrate success	<ul style="list-style-type: none"> Annual Community at Heart awards completed Annual Community Awards completed Queens Platinum Jubilee 	Oct each year Oct each year June 22	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities
J7	Continued support for victims of domestic abuse through raising awareness of services and effective collaboration with partners	Earlier identification of victims and their families.	Ongoing	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities
K People and Communities – Leisure					

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
K1	Implement the ongoing Leisure Recovery Plan to increase use and income with an enhanced centre and non-centre-based leisure offer to improve activity levels of residents (SNC only)	Increase in: <ul style="list-style-type: none"> • Participation and footfall • Membership subscriptions • Enhanced on-line offer • Profitability – achieving cost neutrality • Customer satisfaction levels at centres • Increased targeting and market segmentation – use of Datahub • Improved in-house marketing • Improved service offer • Non-based and more informal community based physical activities 	Return to Pre-COVID position by March 2024 Operationally cost neutral by March 2025	AD Community Services Lesiure Operations Managers	Supporting Individuals & Empowering Communities
K2	Review/ development of Broadland and South Norfolk Leisure Strategy	A new joined up and clear Health and Leisure strategy, covering April 2022 – December 2024. To include recovery plan from COVID and expansion of non-centre-based leisure	Dec 2024	AD Community Services Leisure Business Development Officers	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
K3	Work with Greater Norwich Growth Board, FMG Consulting and other stakeholders, to help develop the new Greater Norwich Sport & Physical Activity Strategy	Strategy documents published by Spring 2022, with clear insight to inform policy decisions and strategy going forward, until 2038	May 2022	AD Community Services	Supporting Individuals & Empowering Communities
K4	Continue to develop the jointly managed / funded South Norfolk and Broadland Locality Development Officer position, working in partnership with Active Norfolk	Successful partnership working and achievement of locality objectives, including leading the development and implementation of a strategic framework for physical activity for Broadland and South Norfolk	December 2024	AD Community Services	Supporting Individuals & Empowering Communities
K5	Facilitate a wider leisure offer, enabling communities to be as active and healthy both physically and mentally as possible	An agreed policy position for development of community-based leisure opportunities, with each business case considered on its individual merit.	Individual timelines to be informed and agreed as part of Business Cases	AD Community Services/AD Economic Growth/AD Individuals & Families	Supporting Individuals & Empowering Communities
K6	Improved utilisation of Ketts Park, delivering appropriate improvements, including completion of tennis court refurbishment, car park improvements,	Tennis court refurbishment completed and increased utilisation and income generation. Car park repair completed.	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	exploration of café and soft play business cases (SNC only)	Café and soft play business cases developed.			
K7	Review the online class offering, with a view to ensuring value for money and creating a service that is utilised by the wider community and hard to reach groups	Proposed move to more on demand content, explore opportunities to target specific underrepresented and hard to reach sectors (e.g. housebound, care homes, awaiting orthopedic surgery)	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities
K8	Develop use of and access to Framingham Earl Sports Centre (SNC only)	Business case developed for improvements to facilities	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities
K9	Business case and Installation of EGYM equipment at Wymondham and Long Stratton Leisure Centres (SNC only)	EGYM equipment installed and creation of additional membership category to create new income stream. Scoping completed and agreed way forward proposed.	September 2022 – Equipment now ordered	AD Community Services	Supporting Individuals & Empowering Communities
K10	Efficient and safe operational delivery of the Leisure Centres and community leisure offerings	Implementation of COVID-19 recovery Plan. Working towards Quest Quality Accreditation	Ongoing	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		across the other leisure sites.			
K11	Review of Leisure Centre management systems (SNC only)	Explore opportunities to replace the current and somewhat limited database management system with one that is more fit for purpose	Ongoing	AD Community Services Lesiure Operations Manager	Supporting Individuals & Empowering Communities
K12	Review of Joint Use Agreements with Long Stratton and Wymondham schools/leisure centres (SNC only)	Undertake a review of these to ensure they are mutually beneficial to both parties and fit for the future growth in both towns.	Ready for September 2022 school year	AD Community Services Lesiure Operations Manager	Supporting Individuals & Empowering Communities
L People and Communities – Waste Services					
L1	Increase recycling rates and reduce contamination	<p>Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction</p> <p>Increase recycling rate to 60% across both Council's April 2024</p>	Ongoing	Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
L2	Retendering of Garden Waste Contracts	Successful re-tendering of contracts	Q3 2022	Internal Consultancy lead – Waste	Protecting and Improving Our Natural and Built Environment
L3	Delivery of Government Waste Strategy	Required service changes and improvements are efficiently delivered in line with the Governments strategy	TBD Develop implementation plans to ensure compliance with new strategy - Ongoing	AD Community Services Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment
L4	Deliver effective waste services	<ul style="list-style-type: none"> • Ensure compliance and H&S of both waste services • Maintain operator license accredited quality assurance standard (SNC). • Effective monitoring of Broadland contract in partnership with Veolia 	Ongoing	AD Community Services Waste Senior Operations Manager Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment
L5	Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement	<ul style="list-style-type: none"> • Improve the environment through actions in our Environmental Strategy • Reduce time taken to clear up fly-tipping • Reduced level of instances and complaints relating to street scene 	Ongoing	AD Community Services Waste Senior Operations Manager Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		recorded, – improved environment and reduced Anti-Social Behaviour			
M People and Communities – Housing Standards & Independent Living					
M1	Promoting and enforcing the Minimum Energy Efficiency Standards in the private rented sector	To reduce the numbers of non-compliant poor energy efficient properties and create a sustainable process for future enforcement actions.	Ongoing	Senior Housing Standards Manager	Protecting and Improving Our Natural and Built Environment
M2	Continue to align our housing standards team. Widen scope of delivery to address hard to reach housing issues	Preventative grant schemes reviewed and implemented. New Independent Living Assistance Policy delivers flexibility addressing strategic issues such as mental health and hospital discharge within 12 months.	New Independent Living Policy and grant Schemes to be fully implemented by July 2022 months.	Senior Housing Standards Manager	Supporting individuals and empowering communities
M3	Ensuring homes in Broadland and South Norfolk are safe and healthy through robust enforcement of legislative standards	<ul style="list-style-type: none"> Vulnerable residents are supported through our core services. Increase in identification of HMOs 	Ongoing	AD Individuals and Families	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		<ul style="list-style-type: none"> Four empty homes enforcement procedures started per annum. 			
M4	Delivery of the Warm Homes Programme for residents	Refresh the programme following changes to funding from April 2023	Ongoing	AD Individuals and Families	Supporting individuals and empowering communities
N People and Communities – Housing & Benefits					
N1	Improve accommodation options and safety for victims of domestic abuse	Improved outcomes for victims of domestic abuse	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N2	Continue work with partners in line with our rough sleeper strategy and central Government to focus on rough sleeping.	No one in South Norfolk or Broadland faces a second night out on the streets without an offer of accommodation.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N3	Deliver housing advice services in line with the priorities of our homelessness strategy	The Councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N4	Deliver effective and efficient benefit services, and work with partners and clients to support people out of hardship post-Covid and avoid dependency trap	<p>Working age claimants are supported into employment options</p> <p>Non-working age support to remain independent at home</p>	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
O Place – Economic Growth					
O1	Market Towns and High Street Innovation: <ul style="list-style-type: none"> Develop and implement Market Towns plan. Explore and implement opportunities relating to innovative use of space on the high street. Investigate further opportunities for public realm improvements. 	Reduction in vacant retail space in market towns.	Plan Development September 2022 Implementation January 2023 and ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy
O2	Infrastructure and facility improvements to protect and enhance Broadland and Queen's Hills Country Parks	<ul style="list-style-type: none"> Provision of high-quality open spaces. Increased visitor numbers. 	Broadland Country Park Milestones to come from the delivery of the masterplan – due January 2023.	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment
O3	Delivery of ongoing improvements and enhancements to the Bure Valley Path and Bure Valley railway site: <ul style="list-style-type: none"> Working with Norfolk County Council to improve information and access. Bridge improvement programme. 	<ul style="list-style-type: none"> Improve the quality of the infrastructure and the visitor experience. Increased visitor numbers. 	Completion of Bure Valley Path improvements - March 2023 Path improvements complete October 2022 Fence improvements complete	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> Boundary fence improvements. 		Bridge improvements September 2022 – March 2024		
O4	Delivery of infrastructure improvements to support and enable growth	<ul style="list-style-type: none"> Securing funding for sustainable transport along the Stanfield Spur (Hethel – Wymondham). Delivering highways infrastructure to support growth in the Broadland Growth Triangle Area Action Plan. 	Ongoing	AD Economic Growth Growth Delivery Manager Strategic Growth Projects Manager	Growing our economy Supporting individuals and empowering communities Protecting and improving our natural and built environment
O5	Work with partners to promote Cambridge Norwich Tech Corridor	Attract sector and place-based investment into Broadland & South Norfolk.	Ongoing	AD Economic Growth Growth Delivery Manager Strategic Growth Projects Manager	Growing our economy
O6	Food Enterprise Zone & Norwich Research Park Progress further opportunities for development on the enterprise zones.	Continue to promote and attract inward investment.	Ongoing	AD Economic Growth Strategic Growth Projects Manager Growth Delivery Manager	All priorities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
O7	Business Support and Facilitation Review current provision for networking and business to business events.	<ul style="list-style-type: none"> An evolving package of business support to enable growth and development of local enterprises. A successful platform to showcase our leading businesses. 	Ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy
O8	Promote Visitor Economy and Tourism <ul style="list-style-type: none"> Work with Destination Marketing Organisations (DMO's) and other partners to define the Tourism Sector Deal, promote the wider area to visitors and support local tourism businesses. Raise awareness in and generate income for our area as a destination for use by the TV and Film industries. 	The visitor economy within our districts grows and continues to be seen as a key sector.	Ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy
O9	Business Support through Training <ul style="list-style-type: none"> Promotion of Apprenticeships and 	<ul style="list-style-type: none"> Increase in number/skill level of apprentice placements across the districts over 	October 2022 – September 2024 Programme of training courses that	AD Economic Growth AD Individuals & Families	Growing our economy Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	other work-related training to businesses. <ul style="list-style-type: none"> Engage with businesses to understand skills gaps and evolve the package of direct/indirect delivery to address local needs. 	rolling 12-month period. <ul style="list-style-type: none"> Enhanced programme of business-related courses linked to the needs of local businesses. 	target identified skills gaps – ongoing	Programme Manager – Economic Growth	
O10	Management of Council-owned Assets <ul style="list-style-type: none"> Continued operation and improvement of assets in accordance with regulations. Maximise the use of our assets through repurposing, disposal or development where appropriate. Continuous improvement in our approach to estate management. Tree Maintenance and Inspection Programme. 	Provision of high-quality public areas that meet the needs of the community. Improved management of council owned assets to deliver: <ul style="list-style-type: none"> Improved safety. Lower costs. Better utilisation. Supporting green initiative/ambition.	Ongoing	AD Economic Growth Community Assets Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment
O11	Green Infrastructure Strategy and Action Plan <ul style="list-style-type: none"> Work in partnership with the GNIP (Greater Norwich Infrastructure Partnership) to update the Green Infrastructure Strategy. 	<ul style="list-style-type: none"> Production of an updated Green Infrastructure Strategy from which new Action Plans will be created/developed. 	Green Infrastructure Action Plan – January 2023. Ongoing delivery throughout the reporting period,	AD Economic Growth Growth Delivery Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> Develop and implement a Green Infrastructure Action Plan to maximise available opportunities. 	<ul style="list-style-type: none"> Successful submission of bids for Community Infrastructure Levy funding, to allow delivery of key Green Infrastructure projects. 	based on the Action Plan		
O12	Implement a Community Infrastructure Action Plan to focus our support of the important growth being delivered by Parish and Town Councils	<ul style="list-style-type: none"> Successful implementation of a Community Infrastructure Action Plan. Working with and supporting Parish and Town Councils in the spend of their committed sums to deliver Community Infrastructure 	Ongoing	AD Economic Growth Growth Delivery Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment
P Place – Planning					
P1	Plan for and co-ordinate the delivery of future development need across the Greater Norwich area	<p>Production of local plan document in accordance with the Local Development Scheme</p> <p>Successful adoption of Neighbourhood Plans in preparation</p>	<p>GNLP Adoption Q4 2023/24</p> <p>Village Clusters Adoption Q1 2024/25</p> <p>Redenhall with Harleston Neighbourhood Plan made October 2022</p>	AD Planning Place Shaping Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
P2	Scope and implement any outcomes of the Planning Bill	Effective and timely implementation of new Planning Bill requirement.	Dependent upon release from Government	AD Planning All Planning Managers	Supporting individuals and empowering communities Protecting and improving our natural and built environment
P3	Scope, implement and integrate any outcomes of the Environment Bill	Effective integration and implementation of new requirements into planning policy and practice.	Dependent upon release from Government	AD Planning Place Shaping Manager/ Development Manager	Protecting and improving our natural and built environment
P4	Working with partners and on the Transport for Norwich (TfN) project delivery group in respect of design, ensuring acceptable impacts on other sites and consents and securing planning for the implementation of Infrastructure Projects	Delivery of schemes by Norfolk County Council	March 2024	AD Planning Development Manager	Protecting and improving our natural and built environment
P5	Work as part of the Greater Norwich Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including:	Funding secured for the delivery of infrastructure to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2022/23 identifying the	5YIIP & AGP Agreed by GNGB (Greater Norwich Growth Board) Q3 2021/22 (DECEMBER) Agreed by Councils – Q4	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> Preparation of the 2022/23 Greater Norwich Five Year Infrastructure Investment Plan (5YIIP) and Annual Growth Programme (AGP) 	delivery of planned infrastructure projects for the area.	2021/22 (MARCH) Council decision ratified by GNGB – Q4 2021/22 (MARCH)		
P6	Working with partners, effectively plan for the identified infrastructure needs	Delivery of right infrastructure at the right place at the right time	Ongoing	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment
P7	Review of SNC and BDC Development Management Policies and scope options for a joint plan	Adoption reviewed Development Management Policies for both Councils.	Deferred pending outcome of changes to Local Plan system within LURB.	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment
P8	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	AD Planning Development Manager	Protecting and improving our natural and built environment
P9	Review Self-build register and align processes	Single approach to Self-Build Register with consistent process.	March 2023	AD Planning Place Shaping Manager	Moving with the times, working smartly and collaboratively
P10	Update Statement of Community Involvement	Continued effective engagement with stakeholders as part of the planning process.	Dependent upon release from Government	AD Planning	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
P11	Implement charges for street naming and numbering (BDC only)	Charges implemented successfully.	April 2022	AD Planning Business Improvement Manager	Moving with the times, working smartly and collaboratively
P12	Review and Preparation of Design Guides for Broadland and South Norfolk	Adoption of Design Guide(s) compliant with national guidance.	Review outcome of funding bid Q1 22/23 Scope any further work Q2 22/23	AD Planning Development Manager	Protecting and improving our natural and built environment
P13	Adopted Local Plan delivery and implementation	<ul style="list-style-type: none"> The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and economic growth. Protecting the environment in line with adopted policies. Maintaining a 5-year land supply of land for housing, putting the Councils in a strong position to determine planning applications in line with the development plan 	Update to Housing Land Supply Assessment – Q4 2021/22 Agree AMR for 2020/21 – Q4 2021/22. Ongoing –Prepare funding bids to overcome blockages to development, including CIL, BRP applications and monitoring.	Place shaping manager	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
P14	Statutory Development Management function	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: <ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time • 95% of majors in agreed time 	Ongoing	Development Manager	Protecting and improving our natural and built environment/ Growing our economy
P15	Undertake Conservation Area Appraisals (CAA's) across the two districts	Heritage Assets are protected, and planning decisions are informed	Conservation Area Appraisals completed by end of Q4 22/23	Development Manager	Protecting and improving our natural and built environment
P16	Planning Enforcement	There is an effective investigation of all alleged breaches of planning	Ongoing	Development Manager	Protecting and improving our natural and built environment
Q Place – Environmental and Community Protection					
Q1	Robust and dynamic anti-social behaviour rapid response and early intervention service to maximise community safety and public reassurance	Successful completion of pilot early intervention service: <ul style="list-style-type: none"> • Swift response • Rapid solution • High impact • Low re-occurrence 	Extension of the pilot to conclude by March 2024 (subject to confirmation of external funding).	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
Q2	Anti-social behaviour (proactive) mapping, analysis, planning and multi-agency coordination to achieve high impact and robust enforcement	Strong and effective inter-agency coordination. Robust tactical response to medium and high Anti-social behaviour threats	Ongoing	AD Regulatory	Protecting our natural and built environment
Q3	Continue coordinating on enforcement and campaign for 'Making every contact count' across public protection and community safety services	Strong watchful professional awareness maximises the protection of our communities when potential problems happen.	Ongoing	AD Regulatory	Supporting individuals and empowering communities
Q4	Pilot and mainstream implementation of 'Integrated early action' team to catch and resolve problems seriously affecting people's lives before they worsen	Catch early symptoms of problems that would escalate into more extensive, serious, complex and potentially damaging problems requiring regulatory solutions.	March 2023	AD Regulatory	Supporting individuals and empowering communities
Q5	Dynamic, robust ongoing implementation of environmental enforcement (reactive)	<ul style="list-style-type: none"> • Reduction in new offences • Strong defense of hot spot areas minimizes offending. • Rapid response to reported incidents maximizes evidence gathering and 	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		detection offenders. <ul style="list-style-type: none"> Robust enforcement action. 			
Q6	Environmental enforcement (proactive): Programme of proactive detection and enforcement to tackle root causes	Complete knowledge and analysis drives targeting environmental offending at source and robust enforcement	March 2024	AD Regulatory	Protecting our natural and built environment
Q7	Community Safety through close partnership working to minimise crime and disorder	Crime, disorder and anti-social behaviour in our districts are prevented as far as possible and remains low.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q8	Coordinate Regulatory resources to identify and minimise risks of exploitation of vulnerable people through Community Safety Partnership and local action	Good watchfulness, intelligence, challenge and minimal exploitation activity in our districts.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q9	County Lines: work through strategic group and in practical coordination to respond to threats facing vulnerable members of our communities	Good intelligence and minimal County Lines activity in our districts	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals and empowering communities
Q10	Flood water management: mapping, risk assessment, analysis and local work	<ul style="list-style-type: none"> Local flooding threats are well understood Communities well 	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	with communities at highest risk of flooding threat to life and property	informed <ul style="list-style-type: none"> Targeted action in high-risk locations 			and empowering communities
Q11	Deliver key environmental protection campaigns to protect health and homes	High compliance with good standards and targeted action to tackle risks.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q12	Deliver and review planning consultation impact when commenting on environmental safeguards, standards and controls in new development proposals	Review of consultation process to maximise impact	Ongoing	AD Regulatory	Protecting our natural and built environment
Q13	Deliver and continually develop our Environmental Strategies and delivery plans to achieve our aims for environmental improvement, sustainability and clean economic growth	<ul style="list-style-type: none"> Implementation of actions as outlined within the environmental strategies and action plans. 	As per developing action plan and programme	AD Economic Growth Clean Growth and Sustainability Manager	Protecting our natural and built environment
Q14	Decarbonisation programme of environmental improvement in council activities to reach net zero carbon emissions.	Reduction in Council carbon emissions.	Ongoing	AD Economic Growth Clean Growth and Sustainability Manager	Protecting our natural and built environment
Q15	Continue ongoing establishment of the 24/7 Emergency Incident	Scheme offers reassuringly strong protection of our	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	Officer scheme to give maximum support to local communities when they face serious emergency incidents threatening lives, property and the environment	communities when significant emergency incidents happen			
Q16	Work with the Norfolk Strategic Flood Alliance on strategic, tactical and action planning to maximise the protection of our communities from flooding of homes and businesses	Action plan and programme in place are achieving increased protection for our local communities.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q17	Community emergency plans: Campaign to promote and maximise resilience and self-reliance in local communities.	<ul style="list-style-type: none"> • Strong capabilities and local resilience provided under effective Community Emergency Plans • Review completed of rest centres 	Ongoing	AD Regulatory	Protecting our natural and built environment
Q18	Deliver a full programme of public protection for community protection, community safety and environmental protection, providing support and help to our communities, working closely with key partners	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
Q19	Refresh and update of Business Continuity plans and preparedness	Robust Business Continuity plans and full support programme assures well-informed, up-to-date business continuity supporting council service delivery and full capability to deliver our commitments	Ongoing	AD Regulatory	Moving with the times, working smartly and collaboratively
Q20	Continued review of plans for rest centre premises for emergency evacuation of residents and training of staff to support these venues	Full review completed of local rest centre accessibility and availability, informed by community emergency plans	Ongoing	AD Regulatory	Protecting our natural and built environment
R Place – Food, Safety & Licensing					
R1	Implement the Food Standards Agency COVID-19 Recovery Plan (backlog of food safety regulation) to fully protect our communities	Full up-to-date food safety protection restored after pandemic, through a programme of recovery activity	Ongoing	AD Regulatory	Protecting our natural and built environment
R2	Deliver a programme of encouragement, ‘nudge’ and challenge mechanisms to maximise regulatory compliance	Improved regulatory compliance and business support	Ongoing	AD Regulatory	Protecting our natural and built environment
R3	Business Regulatory Support & Advice Hub	Successful piloting of the service: <ul style="list-style-type: none"> Improved regulatory 	Extension of the pilot to conclude by March 2024 (subject to	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		compliance and business support <ul style="list-style-type: none"> Encouragement to take up additional information, advice and support 	confirmation of external funding).		
R4	Pilot and mainstream additional commercial compliance support services to businesses and give added protection to our communities	Enhanced regulatory compliance service offer is funded by new commercial income	March 2024	AD Regulatory	Protecting our natural and built environment/Growing our economy
R5	Implement new Licensing Act, taxi and gambling policies	Updated, robust policies and processes to best support licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment
R6	Refine event licensing and partnership working to secure safe, successful community events, closely supported by the Safety Advisory Group	Safe licensed events benefit from high compliance and public confidence, promoting enriched community life	Ongoing	AD Regulatory	Protecting our natural and built environment/Growing our economy
R7	Animal licensing: Ongoing development and implementation of new licensing system, inspection and enforcement	Updated, robust policies and processes to best support animal licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment
R8	Deliver a full programme of Food Safety, Health & Safety and Infectious Disease Control	Comprehensive protection offered to our communities with strong evidence of local	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		support and partnership working			
R9	Deliver a full programme of and Licensing administration, inspection, regulation and intervention	Comprehensive licensing protection offered to our communities and level business playing field, with strong partnership working and public confidence	Ongoing	AD Regulatory	Protecting our natural and built environment
S Place - CNC					
S1	Review and respond to recommendations emerging from the Building Safety Bill	Ensure compliance as a Building Control Service	October 2024	CNC Service Manager	Moving with the times, working smartly and collaboratively
S2	Deliver the statutory building control service for the five local authority partners	Continued and sustained delivery of the building control function	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
S3	Plan and implement a marketing strategy to increase market share and improve our reputation in line with our brand image	<ul style="list-style-type: none"> • Increase our market share. • Improved customer feedback about our services and brand 	April 2023	CNC Service Manager	Moving with the times, working smartly and collaboratively
S4	Use a dashboard of measures to improve service delivery and team performance	Receive positive customer feedback with an improving customer satisfaction score over time	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
S5	Deliver service efficiencies through the implementation of a range of service and IT system improvements	Optimised systems and processes, such as online inspection booking, able to deliver CNC services in line with the needs of the customer	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
T Place – Business Support					
T1	Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation	Customers are dealt with in an efficient and effective way	Ongoing	Business Support manager	Moving with the times, working smartly and collaboratively

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These measures get tracked quarterly to our Corporate Management Leadership Team and reported through to our Cabinets as set out below:

- Broadland District Council Cabinet – Quarter 2 and Quarter 4
- South Norfolk Council Cabinet – Quarter 2, Quarter 3 and Quarter 4

Measure Ref	Delivery Measure	What a successful outcome would be	Reporting Frequency	Service
1	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years. Savings target of £1.773m in 2021/22, and £2.325m in 2022/23 as outlined in the Feasibility Study.	Quarterly	All teams
2	Customer satisfaction	55% of customers satisfied with our services (This measure is still in development, with work underway to increase the volume of responses and extend the services the survey can be accessed through)	Quarterly	Customer Insight
3	Staff satisfaction	Continual improvement on: <ul style="list-style-type: none"> • Percentage response rate employee opinion survey • Percentage improvement employee wellbeing pulse survey • Percentage improvement employee satisfaction opinion survey 	Quarterly	OD
4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	Staff retention	90% retention of workforce (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	Percentage of the organisations workforce who are apprentices and graduate entry roles.	18 new apprentices (2.4% of the workforce)	Quarterly	HR / OD

7	Council Tax Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years). Stretch target 99%.	Quarterly	Council Tax
8	Business Rates Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years) Stretch target 99%.	Quarterly	Business Rates
9	Number of people in employment	Increase in the number of people in employment	End of Q4 for the preceding year	Economic Development
10	Employment rate	Increase on employment rates for both districts	Annual	Economic Growth/ Communities and Early Help
11	Those in employment claiming universal credit	Decrease on the number of those who are in employment and claiming universal credit	Annual	Economic Growth/ Communities and Early Help
12	Percentage of vacant retail space in market towns	Less than 8% on average across our market towns	Quarterly	Economic Growth/ Planning
13	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth

15	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents by year end	Quarterly	Communities and Early Help
16	(SNC only) Number of members across the 4 SNC leisure centre membership sites (Wymondham, Diss, Framingham Earl and Long Stratton)	Achieve leisure recovery scenario 2 assumption of 3,229 Direct Debit memberships, by end of March 2023 (86% of pre-COVID level). Achieve 3,481 total live members, by end of March 2023 (86% of pre-COVID)	Quarterly	Leisure
17	(SNC only) Financial leisure recovery plan - bottom line cost to Council for leisure service	Achieve leisure recovery scenario 1 bottom line cost of £946,390 in year 2	Quarterly	Leisure
18	Number of residents supported to live independently	800 persons assisted to live independently	Quarterly	Communities and Early Help
19	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions	Quarterly	Communities and Early Help
20	Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80%	Quarterly	Communities and Early Help
21	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	No more than 7 working days	Quarterly	Housing and Benefits
22	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
23	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	Quarterly	Planning

24	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> 80% of minors/others in agreed time 80% of householders in agreed time 80% of majors in agreed time 	Quarterly	Planning
25	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing
26	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
27	Percentage of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
28	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
29	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
30	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
31	Number of litter picks/clean up initiatives supported	30 SNC 30 BDC	Quarterly	Waste Services
32	Number of confirmed incidents of flytipping	No more than: 1,000 SNC 500 BDC	Quarterly	Environmental Protection