

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Stuart Dark E-mail: cllr.stuart.dark@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Honor Howell E-mail: honor.howell@west-norfolk.gov.uk Direct Dial:01553 616550		Other Officers consulted: Management Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 15 November 2022

Corporate Business Plan Monitoring Report 1 April - 30 September 2022

Summary

The monitoring report has been developed to demonstrate progress against the Council's Corporate Business Plan and contains information on the progress made on the key actions up to the end of September 2022.

There are currently 48 agreed actions in place to progress the Council's Corporate Business Plan. The monitoring report indicates that 29 of the actions are on track, 12 actions are slightly behind, 1 action is significantly behind, 1 action is on hold and 5 actions have been completed.

Additional performance information is available in the Q1 2022/23 corporate performance monitoring report, reviewed at the Corporate Performance Panel on 3 October 2022. The report comprises of a revised suite of indicators agreed by portfolio holders and management team as the key performance measures to monitor key council services and impacts on borough wide issues, all indicators are linked to the Corporate Business Plan priorities.

Recommendation

1. That Cabinet considers and comments on progress against the Corporate Business Plan.

Reason for Decision

To consider progress with the delivery of the Corporate Business Plan for the period 1 April – 30 September 2022.

1. Background

- 1.1 The Council's 2019-2023 Corporate Business Plan was reviewed and approved by Council on 2 December 2021, it sets out the broad framework for the remaining period of the administrative term 2021-2023.
- 1.2 The priority areas the Council will continue to focus on are:
 - Focusing on delivery
 - Delivering growth in the economy and the provision of local housing
 - Protecting and enhancing the environment including tackling climate change
 - Improving social mobility and inclusion
 - Creating and maintaining good quality places that make a positive difference to people's lives
 - Helping to improve the health and wellbeing of our communities
- 1.3 These priorities are further defined in 12 objectives and 48 key actions that are reflected in directorate plans, service plans and individual targets set during staff appraisals.

2. Monitoring Report

- 2.1 The monitoring report will focus on each of the corporate priorities individually, providing management team and members with an overview on how many actions are on track, slightly behind, significantly behind, on hold or completed.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the key actions they are responsible for up to 30 September 2022. An overall summary is provided at the end of the report, which over the coming year when additional data is available, will track the movement of the key actions currently in place to support the delivery of the Corporate Business Plan.
- 2.3 In terms of the activities covered by the corporate business plan, the Council is progressing although some aspects are experiencing delays often as a result of externally influenced factors. The monitoring report at Appendix A indicates that 29 of the actions are on track, 12 actions are slightly behind, 1 action is significantly behind, 1 action is on hold and 5 actions have been completed.
- 2.4 A number of actions that could be challenging relate to activities, programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all councils.
- 2.5 Notable aspects of delivery include:
 - 2.5.1 Development of the speculative commercial development units (Phase 1) at the Nar Ouse Regeneration Area Enterprise Zone is progressing well. The Phase 1 units (2 office and 2 light industrial) should achieve completion in October/November 2022, several expressions of interest have been received. Tender documents for Phase 2 are being prepared and the market will be tested during late summer/early autumn 2022.

- 2.5.2 The Tender process for the road infrastructure works at the Nar Ouse Regeneration Area Enterprise Zone Tender has been completed, and the contract awarded. The road (and other) infrastructure works commenced early late August/September 2022 and are programmed to be completed within 40 weeks, weather depending. These infrastructure works will open up a significant tract of commercial development land that will be available for purchase, or lease, by private sector (and other) businesses/developer/investors and potentially facilitate significant investment in the local area.
- 2.5.3 An alternative approach has been taken to updating staff on the Corporate Business Plan. Interviews with managers have been filmed and distributed via the weekly staff update that goes to all council staff. To date, updates have been completed on the councils budget, homelessness and rough sleepers strategy, climate change and the St Georges Guildhall. The videos are proving popular and the subjects covered are brought more to life by staff explaining to staff how they fit with the corporate priorities. Wherever possible press releases and other external communications are being linked to the relevant corporate priority to ensure activities to reinforce key messages and demonstrate the links between agreed priority areas and activities that are taking place.
- 2.5.4 A range of communications activities have been undertaken to support the Council's climate change agenda, including support for the Council sponsored 'Climate Change Expo' held at the Corn Exchange on 21 June, support for the 'solar together' project and the Norfolk Climate Change Partnership website. Activities undertaken to date are consistent with progress towards the overall Climate Change Action Plan.
- 2.6 Important points to flag in terms of delivery are:
- 2.6.1 Work is underway in accordance with the revenue and capital estimates timetable which includes additional workstreams to be undertaken. There has been some delay due to external factors but this will not impact on the timescales for delivery of the budget proposals to Cabinet and Council in February 2023.
- 2.6.2 Opportunities continue to be explored to increase our digital offer to residents. Increased use of web-chat has assisted with managing an increased volume of calls into the contact centre and helps to provide a clear and speedy response to most enquiries received via this format. However, pressure on resources within the CIC and the increased call volumes is impacting on our ability to devote time to developing new approaches further.
- 2.6.3 Whilst a range of approaches are adopted to maximise the potential for recruitment activities to be successful, the current external job market, locally, regionally and nationally, is having an impact due to factors which are outside of our control. We have been able to recruit to the majority of permanent vacancies advertised and wherever possible strategies are used to consider alternative and longer term solutions to harder to recruit roles, such as the development of progression schemes and use of apprentices. However, the capacity issues currently being experienced by teams are therefore ongoing and are likely to impact on progress against agreed priorities for some time.

3 Options Considered

3.1 None.

4 Policy Implications

4.1 The Corporate Business Plan sets the council's policy framework until the next electoral cycle in May 2023 and as such is the council's primary policy document. All other documents and plans will need to take account of this new policy framework when they are being prepared or refreshed.

5 Financial Implications

5.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

6 Personnel Implications

6.1 None.

7 Environmental Considerations

7.1 The corporate business plan includes a specific priority focused on protecting and enhancing the environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

8 Statutory Considerations

8.1 None.

9 Equality Impact Assessment (EIA)

9.1 None to report.

10 Risk Management Implications

10.1 Progress with corporate business plan actions provides an input for risk management and may identify emerging risks and evidence improvement/deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

11 Declarations of Interest / Dispensations Granted

11.1 None.

12 Background Papers

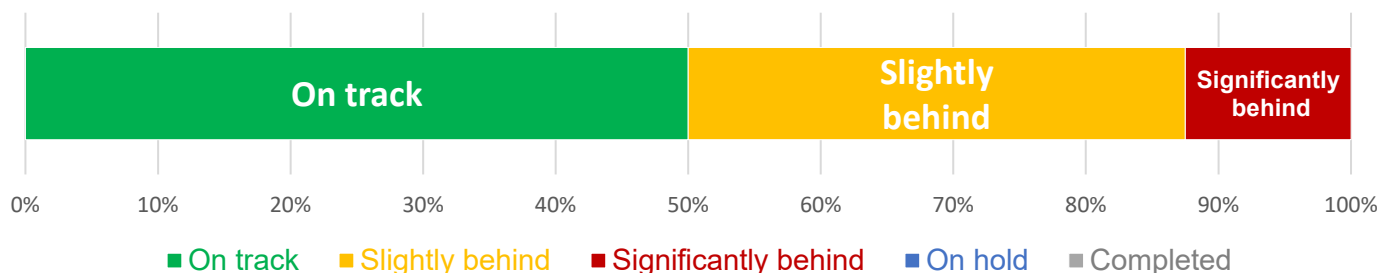
12.1 None.

2022/23 Corporate Business Plan Monitoring Report

1 April – 30 September 2022

Focusing on delivery

Current position breakdown of key actions



1.1 Set a Medium-Term Financial Strategy to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves	RAG rating
<ul style="list-style-type: none"> Monitor performance against revenue and capital budgets on a monthly basis to Management Team and Members 	G
<ul style="list-style-type: none"> Report variances and corrective action in a timely manner to Management Team and Members 	A
<ul style="list-style-type: none"> Provide treasury functions for the delivery of the financial plan and advise and support on new projects and initiatives. 	G
<ul style="list-style-type: none"> Prepare revenue and capital estimates and report to Panel/Cabinet in February 2023 as part of the budget and council tax setting process 2023/24. 	A
Progress update provided by Assistant Director	
<p>The outturn report for 2021/22 was presented to Cabinet in August 2022 and a draft Statement of Accounts published on the Council's website on 1 August 2022. Monitoring reports for 2022/2023 suffered a slight delay but is now back on track with June and July reports completed and August currently under review. Redesign of the monitoring report is taking shape with positive feedback and engagement from Management Team, Portfolio Holder for Finance and Audit Committee.</p> <p>The Capital Programme is also being developed to support reporting to Member Major Projects Board. This development work and review will involve some changes to the capital budgets and profiles. This is taking longer to conclude due to the nature and complexity of some of the schemes but is expected to be completed for period 6 monitoring report.</p> <p>Work is now underway in accordance with the estimates timetable which includes additional workstreams to be undertaken. There has been some delay due to external factors but this will not impact on the timescales for delivery of the budget proposals to Cabinet and Council in February 2023.</p>	M Drewery

Rating definition

Slightly behind - Minor slippages in timescales but corrective action is anticipated to achieve the agreed completion date.

Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

2022/23 Corporate Business Plan Monitoring Report

1 April – 30 September 2022

1.2 Develop and increase the range and effectiveness of the Council's approach to communicating and engaging with employees, businesses, local communities and visitors	RAG rating
<ul style="list-style-type: none"> Develop and implement communications plans for major council projects as required or identified by Leader and Chief Executive Communicate the new corporate business plan 	G
	G
Progress update provided by Assistant Directors	
<p>Communication plans and activities for the Council's major projects are currently being progressed in line with the stages of project development/delivery. In particular, work in relation to the Nar Ouse Business Park, West Winch growth area, Southern Seafront & Bus Station in Hunstanton and Towns Fund projects have been progressed in the first two quarters.</p> <p>An alternative approach has been taken to updating staff on the Corporate Business Plan. Interviews with managers have been filmed and distributed via the weekly staff update that goes to all council staff. To date, updates have been completed on the Corporate Business Plan, the councils budget, homelessness and rough sleepers strategy, climate change and the St Georges Guildhall. Further updates are planned on West Winch major housing, littering and fly-tipping, tree planting, Levelling Up and the west Norfolk Investment Plan. The videos are proving popular with staff and the subjects covered are bought more to life by staff explaining to staff how they fit with the corporate priorities. Wherever possible press releases and other external communications are being linked to the relevant corporate priority to ensure activities to reinforce key messages and demonstrate the links between agreed priority areas and activities that are taking place. For example, activities to support our local communities has included work to promote services and support for refugees and to communicate information relating to the energy rebate and CIL.</p>	<p>B Box</p> <p>H Howell / B Box</p>

1.3 Be attentive to our customer and community needs	RAG rating
<ul style="list-style-type: none"> Continue to deliver all statutory services to an appropriate standard within available resources, whilst also responding to the priorities set out in the Corporate Business Plan. Ensure that effective recruitment, retention and employee development processes are in place so that services are appropriately and effectively resourced and aligned to the delivery of statutory services and the Council's corporate priorities. 	A
	R
Progress update provided by all Assistant Directors	
<p>Operations and Commercial - Public Open Space have experienced difficulty recruiting and retaining staff, seasonal staff in particular which causes service pressure on delivering necessary outcomes. Service requirements are achieved at a basic level with resources aligned to meet these outcomes. Crematorium & Cemeteries have also seen recent rounds of recruitment provide a lack of suitable candidates resulting in jobs being re-advertised, as pay rates fall behind crematoria and funeral industry standards, staff are leaving to join other funeral companies. Car Parks are also having problems with recruiting Civil Enforcement Officers due to the low pay for the type of work involved.</p>	M Chisholm

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2022/23 Corporate Business Plan Monitoring Report

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<p>Resources - All services continue to be delivered. However, Government initiatives are causing significant and additional workload against unrealistic timescales which services are doing their best to accommodate. This inevitably means reprioritising workloads and resources accordingly. ICT are currently experiencing difficulty in recruiting to key posts which is now having some impact on service delivery. External audit of the financial statements is significantly behind schedule with the audit of the financial statements for 2019/20 still ongoing and expected to be completed in Jan/Feb 2023 when the external auditors have available resource. This is having a knock on impact/delay in commencing the audit of the financial statements for both 2020/21 and 2021/22 which in turn, will affect other work priorities and deadlines in the coming months/year. The timetable for the audit of the financial statements is set by the external auditors.</p>	M Drewery
<p>Planning and Environment - Due to the high volumes of planning applications that continue to be received, there is a current backlog of about 3 weeks on the validation of planning applications. Additional staff have been appointed in the validation team and we hope this backlog will soon reduce. Whilst figures for determining planning applications are well above national targets, there is heavy reliance on extensions of time (EOT's), so applications are taking longer than is preferable to determine. At present consultancy planners are helping carry out some of the required workload, and we are trying to recruit extra planners to try to address these issues, although it should be noted the market for suitably qualified staff is extremely challenging. Managers are considering various options to ensure that we can attract suitable staff to the authority. With regards environmental health, air quality, contaminated land and other associated work is on track.</p>	S Ashworth
<p>Central Services - Staff continue to support the effective delivery of statutory services, either directly or indirectly by the provision of appropriate support to services delivering statutory functions. In particular work to recruit a new Executive Director (Place), additional posts for Planning and to create our new in-house Legal Services team are currently being progressed, with the aim of securing high quality candidates in a competitive market. A revised approach to job advertising has been introduced to promote our vacancies more effectively to candidates. Progression schemes, linked to formal professional qualifications/apprenticeships are being developed in a number of areas and a revised progression scheme for Planning professionals has recently been implemented. We have re-launched our management development activities, which had been on hold during the pandemic with a new level 5 management programme commencing in May and a second programme scheduled to commence in January 2023. A level 3 management course has also commenced in partnership with CWA. Wider training provision is now returning to pre-pandemic levels with a particular focus on updating skills and knowledge in relation to statutory areas such as safeguarding and health and safety. During September the Civics and Communications teams have undertaken significant additional work to support the Council's civic responsibilities following the death of Her late Majesty Queen Elizabeth II.</p>	B Box
<p>Health Wellbeing and Public Protection - Statutory services across Housing Options, CSNN, Housing Standards are slightly behind due to covid, supporting Homes for Ukraine and additional pressures arising from cost of living. Recruitment continues to provide significant challenges for all teams. The Food Health and Safety Team are under significant pressure with increased workload from Brexit and food safety inspection catch up post covid. Reliance on contractors to keep service afloat. Care and Repair are seeing significant pressures with a waiting list of 310 clients waiting for assessments, this has been exacerbated by Occupational team resourcing issues within Norfolk County Council.</p>	M Whitmore

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2022/23 Corporate Business Plan Monitoring Report 1 April – 30 September 2022

<p>Legal and Licensing – Legal services has entered a period of transition during this monitoring period. Notice to terminate has been provided on the agreement with NNDC/eastlaw for the provision of legal services. There is ongoing recruitment of an in-house legal team to help support all other sections of the Council in delivery of their functions, however even in the event of a successful recruitment process, it is unlikely a legal team will be in place until early 2023. There are ongoing issues with NNDC/eastlaw regarding the level of legal support being provided under the agreement with them, which are being addressed, which has heightened the historic resource issues that were already known. This has created an increased legal resource gap, therefore in the meantime alternative external legal resource has been secured to support officers on urgent matters. The Licensing team is continuing to provide an effective service, ensuring that complaints/queries from Ward Members and members of the public are followed up and that there is appropriate engagement with the trades.</p>	A Baker
<p>Regeneration, Housing and Place - Recruitment to key posts for the Towns Fund programme has been challenging and is a risk to completing business cases and delivery. Wider workforce issues that impact on consultants capacity to undertake work on behalf of the council is also a risk.</p>	D Hall
<p>Programme and Project Delivery - Currently able to deliver core services throughout the directorate however, concerns regarding capacity going forward. Recruitment to replace staff loss through progression scheme initiated in corporate projects within budget, and recruitment to employ new contract and procurement officer in progress as part of succession planning / staff retirement.</p>	D Ousby
<p>Property and Projects – Over the past few years the department has faced significant staff resource issues with posts being vacated and these have proven difficult to fill, particularly the professional posts. However, two important/key posts have been successfully filled during 2022 and the team is now prioritising the work programme in order to deal with a backlog of work. In addition to filling these posts with external candidates, the department is developing longer term staff resource resilience by appointing two Higher Level Apprentices who are in the process of attaining their Royal Institution of Chartered Surveyors (RICS) degrees, whilst gaining practical experience in their day-to-day work. The “grow your own talent” approach should help stabilise staff resource issues in the near future. The team continues to support the delivery of statutory and non-statutory services, and the Corporate Business Plan, by the provision of professional property services, and the generation of revenue and capital from the council’s property portfolio. Further challenge has been faced with the various funding streams (Town Deal etc) and it has been necessary to divert and/or allocate staff resources in order to deal with projects related to these funding streams.</p>	M Henry

Rating definition

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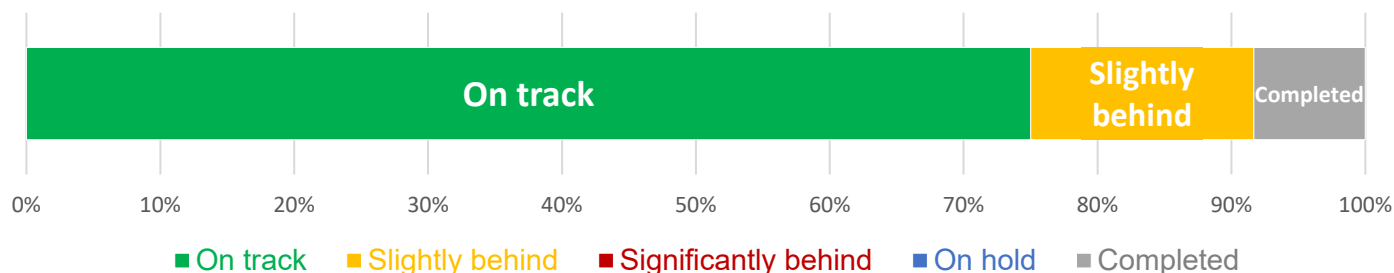
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2022/23 Corporate Business Plan Monitoring Report

1 April – 30 September 2022

Delivering growth in the economy and the provision of local housing

Current position breakdown of key actions



2.1 Develop our town centres and the rural offering; recognised as great places to live, visit and invest into	RAG rating
• Implement the Town Investment Plan	G
• Develop a business case for projects / programmes that were part of the Heads of Terms agreement from DLUHC	A
• Develop further the West Norfolk Holiday guide in the context of the on-going changes to accessing information digitally	Completed
• Deliver the Council's directly managed commercial programmes	G
• Deliver the Council's directly managed housebuilding programmes	G
• Develop and manage the portfolio of PRS properties managed by West Norfolk Property Limited	A
• Develop affordable homes to be managed by West Norfolk Housing Company Limited	G
• Achieve community benefits through market engagement with Local Suppliers, SMEs & VCSEs - in support of the local economy; and measure the monetary value of social value provided by contractors (through the 2021-2025 Procurement Strategy)	G
Progress update provided by Assistant Directors	
The Business cases have been completed and could be subject to some minor changes as the Local assurance Framework process is completed. The summary documents will be submitted to government in the timescales as agreed. Work was undertaken to review details of projects, and advice was taken on cost inflation and appropriate contingency. Following this a funding gap was evident and a process of prioritisation was undertaken in line with Government guidance. Some projects were re-scoped with additional outcomes identified, and some projects were de-scoped, with one being removed.	D Hall
The West Norfolk Holiday Guide was replaced with 'Where to Stay in West Norfolk' guide which has been published (available at Tourist Information Centre/ Points) and is available on the website visitwestnorfolk.com and an app.	D Hall

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2022/23 Corporate Business Plan Monitoring Report

1 April – 30 September 2022

Development of the speculative commercial development units (Phase 1) at the Nar Ouse Regeneration Area Enterprise Zone is progressing well. The Phase 1 units (2 office and 2 light industrial) should achieve Practical Completion in October/November 2022. Tender documents for Phase 2 are being prepared and the market will be tested during late summer/early autumn 2022. Several expressions of interest expressed for the Phase 1 units and Heads of Terms issued.	M Henry
The Tender process for the road infrastructure works at the Nar Ouse Regeneration Area Enterprise Zone Tender has been completed, and the contract awarded. The road (and other) infrastructure works commenced early late August/September 2022 and are programmed to be completed within 40 weeks, weather depending. These infrastructure works will open up a significant tract of commercial development land that will be available for purchase, or lease, by private sector (and other) businesses/developer/investors and potentially facilitate significant investment in the local area.	M Henry
Housing development schemes on site are on track however, delays in the programme overall expected during Q4 this year.	D Ousby
Measuring monetary / social value of SME / VCSE can only be completed annually in the spending review and depends on the quality of data recorded on the Unit 4 system for all suppliers.	D Ousby

2.2 Deliver the Local Plan	RAG rating
• Ensure the close relationship between Local Plan, Corporate Business Plan and other corporate work	G
• Engage with internal departments in Local Plan Review consultation	G
• Take forward strategic transport policies for the Borough	G
• Assist towns and parishes to prepare their own neighbourhood plans	G
Progress update provided by Assistant Director	
Whilst the actions are on track, there are two vacancies in the policy team which we hope can be filled soon, especially given the forthcoming Local Plan Examination hearings (starting December 2022). At present a consultancy planner is helping carry out some of the required workload.	S Ashworth
The Towns Fund Active and Clean Connectivity Project Business Case is on track, aiming to improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities) and reducing congestion within the town.	D Ousby

Rating definition

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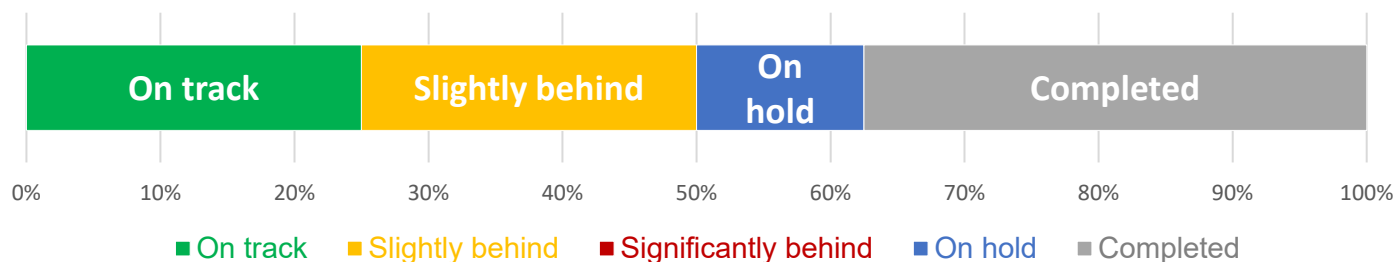
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2022/23 Corporate Business Plan Monitoring Report

1 April – 30 September 2022

Protecting and enhancing the environment including tackling climate change

Current position breakdown of key actions



3.1 Deliver on our commitment to be carbon neutral by 2035 by implementing the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.	RAG rating
• Declare a Climate Emergency	Completed
• Adopt the Climate Change Strategy and Action Plan	Completed
• Increase the number of trees in the district	A
• Increase walking, cycling and sustainable transport	A
• Work in partnership with the Chamber of Commerce to co-ordinate Expo22	Completed
• Continue to provide an active role within the Norfolk Climate Change Partnership	G
• Implement a communications programme to promote the council's activities to address climate change and encourage mitigation and adaptation by residents and businesses	G
• Show leadership by assessing the environmental impact of council procurement (through the 2021-2025 Procurement Strategy)	On hold
Progress update provided by Assistant Directors	
There are 79 agreed actions in place to progress the Climate Change Strategy and Action Plan, currently 21 of the actions are on track, 25 actions are in progress, 2 actions are stalled, 12 actions are awaiting start and 19 actions have been completed. The Refit2 project, utilising a £3.8 million Government grant to help de-carbonise heat generation in council buildings, is nearing practical completion. The newly appointed Senior Climate Change Officer is helping to oversee the work started with BP Pulse with the installation of 26 Fast EV charging points and to agree contracts with BP Pulse to replace the 4 Rapid EV charging points at Hunstanton and King's Lynn.	S Ashworth
The heat and dry weather during the summer has adversely affected a number of the newly planted trees at King's Reach causing a far greater number to fail than would have normally of expected. Where trees have failed they will be replaced as part of the ongoing tree management process. The installation of CCTV has been completed and public information boards are being drawn up.	M Chisholm
The Active and Clean Connectivity Programme is still to be delivered, currently awaiting approval for the final Business Case.	D Ousby

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2022/23 Corporate Business Plan Monitoring Report 1 April – 30 September 2022

<p>A range of communications activities have been undertaken to support the Council's climate change agenda, including support for the Council sponsored 'Climate Change Expo' held at the Corn Exchange on 21 June, support for the 'solar together' project, the Norfolk Climate Change Partnership website and a range of tree planting activities. Activities undertaken to date are consistent with progress towards the overall Climate Change Action Plan.</p>	<p>B Box</p>
<p>An updated Procurement Strategy is on hold pending the updated National Procurement Policy Statement by central government.</p>	<p>D Ousby</p>

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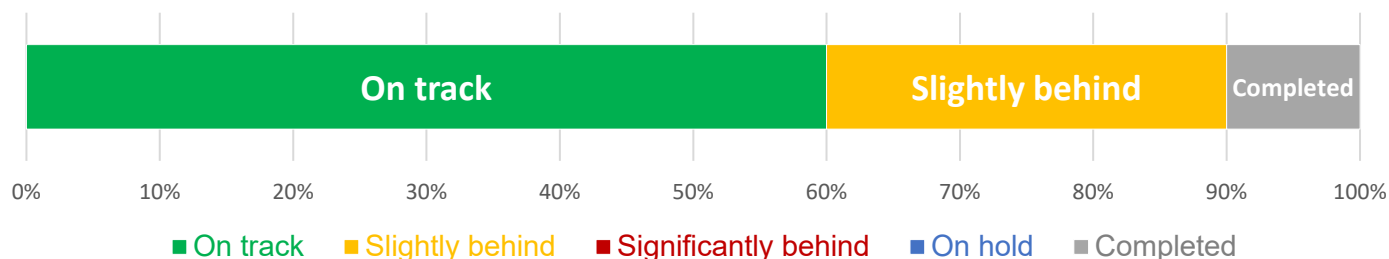
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2022/23 Corporate Business Plan Monitoring Report

1 April – 30 September 2022

Improving social mobility and inclusion

Current position breakdown of key actions



4.1 Assist our residents to maximise their opportunities by accessing the support and services they are entitled to.	RAG rating
<ul style="list-style-type: none"> Review the Homelessness and Rough Sleepers Strategy following the implementation of 'Everyone In' initiative and the introduction of a number of new accommodation and support services funded by central government through the Next Steps Accommodation Programme and the Rough sleeper Initiative. 	G
<ul style="list-style-type: none"> Support the production of and publish key strategic documents in conjunction with Norfolk County Council that identify needs, gaps in services and strategies to address them. Strategic work is underway with Norfolk County Council in the following areas; <ul style="list-style-type: none"> Older Persons Housing Needs assessment Norfolk Homelessness Prevention Strategy 2021-2025 Support In Safe Accommodation Strategy for Norfolk 2021-2024 	G
<ul style="list-style-type: none"> Deliver a Council Tax Support scheme for working age people in the borough that supports those most in need. 	Completed
<ul style="list-style-type: none"> Improve the digital offer for our residents and service users and consider ways of addressing digital exclusion. 	A
<ul style="list-style-type: none"> To help tackle loneliness and social isolation in adults of all ages. 	G
Progress update provided by Assistant Directors	
<p>The Homelessness and Rough sleeping strategy was reviewed at the end of 2021, and additional actions introduced to reflect emerging issues including new responsibilities in connection with Domestic Abuse. Actions have been identified to address:- future demand pressures arising from households from Ukraine seeking accommodation following an initial period with families or hosts; and Private Rented Sector (PRS) supply issues relating to a trend of PRS landlords leaving the sector and selling properties.</p>	D Hall
<p>Wider family homelessness is increasing and the use of Bed and Breakfast has become necessary even for families. This situation has been more challenging because of some specific issues with time taken for reletting periods by key social housing provider FCH.</p>	D Hall

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2022/23 Corporate Business Plan Monitoring Report 1 April – 30 September 2022

<p>The Home Office announced its wider asylum dispersal scheme in order to re-settle asylum seekers across all areas of the United Kingdom. We are working with the Home Office and Serco to identify appropriate accommodation opportunities to achieve a target for West Norfolk of 127 bedspaces by December 2023. The pressures of local housing demand particularly in the private rented sector means that the focus will be on creating new stock including renovating vacant commercial buildings in the town.</p>	D Hall
<p>The revised Council Tax Support Scheme 2022/2023 was approved by Council on 25th January 2022 and implemented from 1 April 2022. Work is underway to set out options/proposals for the scheme on 2023/24.</p>	M Drewery
<p>We continue to explore opportunities to increase our digital offer to residents. Increased use of web-chat has assisted with managing an increased volume of calls into the contact centre and helps to provide a clear and speedy response to most enquiries received via this format. However, pressure on resources within the CIC and the increased call volumes is impacting on our ability to devote time to developing new approaches further.</p>	B Box
<p>Lily is working well and supporting those in need, referrals have settled and are well within targets.</p>	M Whitmore

4.2 Ensure the Council participates in a range of initiatives which support the development of skills in and pathways to work for local people.	RAG rating
<ul style="list-style-type: none"> Support the development of skills intervention projects including the College of West Anglia (CWA) School of Nursing, and the Town's Fund – King's Lynn Youth and Retraining Pledge. 	G
<ul style="list-style-type: none"> Explore ways of delivering an employment support initiative (possibly through Towns Deal) that could align with the emerging Youth Pledge. 	G
<ul style="list-style-type: none"> Continue to ensure opportunities for the provision of apprenticeships are maximised, both by the Council as an employer and by supporting local businesses to maximise use of apprenticeship schemes. 	G
<ul style="list-style-type: none"> Review and re-prioritise/re-focus the Council's improving educational attainment programme in line with identified needs in relation to skills in West Norfolk. 	A
<ul style="list-style-type: none"> Assist educational agencies / establishments deliver work experience opportunities; enhance links with COWA and schools. 	A
Progress update provided by Assistant Directors	
<p>A local Skills Partnership group has been established to support skills development and break down barriers to enter the labour market. The group is overseeing the delivery of the Towns Fund Youth Training Pledge and School of Nursing but going beyond this to examine opportunities for interventions that could be funded locally by the UK Shared Prosperity Fund (UKSPF) or the Multiply (Adult Literacy).</p>	D Hall
<p>The West Norfolk Investment Plan was submitted to Government within the August deadline following two successful stakeholder engagement sessions. During September a further fund associated with the UK Shared Prosperity Fund was announced. The Rural England Prosperity Fund shares some objectives and some similar interventions with UKSPF but is different and recognises the challenges and differences relating to rural areas.</p>	D Hall

Rating definition

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Significantly behind - Serious slippages in timescales but despite intended corrective action some or all of the outputs may not be achieved by the original completion date.

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<p>The Council remains committed to the provision of apprenticeship opportunities within it's own workforce with employees currently completing apprenticeships at various levels across all service areas. New opportunities for apprenticeships are being developed on an ongoing basis and progress with existing apprentices is regularly monitored with support provided to ensure that programmes are successfully completed.</p>	B Box
<p>Our improving educational attainment programme is being reviewed, although progress is slow due to other work priorities and the loss of many key contacts over the COVID period. Links are being developed with the project team responsible for the Youth and Retraining Pledge to raise aspirations and work related skills in young people in west Norfolk. Our west Norfolk primary heads network, which was put on hold during the pandemic, relaunched in September and opportunities to re-engage with secondary schools are currently being explored.</p>	B Box
<p>During 2021/22 the Council offered work placements to CWA students undertaking their Public Services course for the first time and plans to expand this during the 2022/23 academic year are already well underway. Links with DWP and other partners to provide information and support in relation to work experience and careers has commenced, but progress is slow due to other workloads.</p>	B Box

Rating definition

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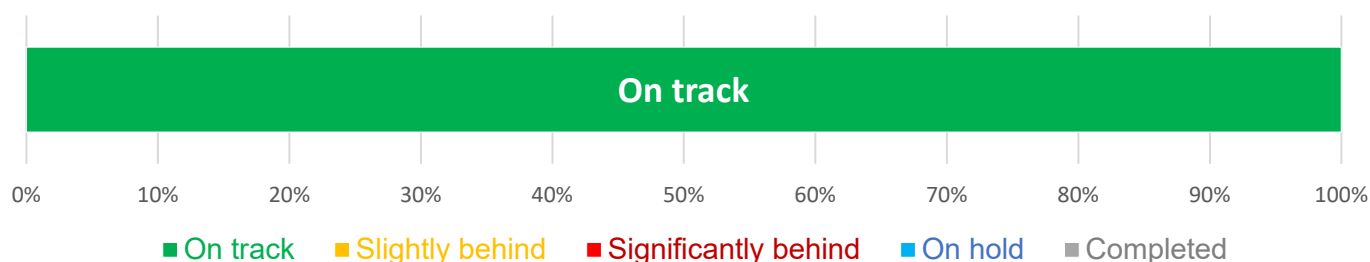
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Creating and maintaining good quality places that make a positive difference to people's lives

Current position breakdown of key actions



5.1 Target littering and fly-tipping	RAG rating
<ul style="list-style-type: none"> Work with partners across the county and regionally to deliver the SCRAP fly-tipping campaign 	G
Progress update provided by Assistant Director	
<p>Work on the SCRAP campaign continues with locally produced material released to the press showing progress and explaining how fly-tipped materials can be taken to the tip for free. We have worked with ITV Anglia on their successful launch of their environmental campaign in Hunstanton. A second Clean Neighbourhoods Enforcement Officer has been appointed and is due to start in October 2022.</p>	M Chisholm

5.2 Maintain standards for open and green spaces	RAG rating
<ul style="list-style-type: none"> Engage with the public to enhance the involvement and interest of local residents with regards to areas of Public Open Space 	G
<ul style="list-style-type: none"> Engage with and assist in developing and supporting existing voluntary and community group's including Parish Councils. 	G
<ul style="list-style-type: none"> Continue to develop and improve visual image on key routes into west Norfolk 	G
Progress update provided by Assistant Director	
<p>Public engagement continues through the development and delivery of In Bloom, winning gold in three categories this year.</p> <p>A successful collaboration with Sedgford PC on tree planting has been achieved.</p> <p>Currently developing methodology for improvements of litter picking on key routes with opportunities to improve appearance and bio-diversity in a small number of key locations.</p>	M Chisholm

Rating definition

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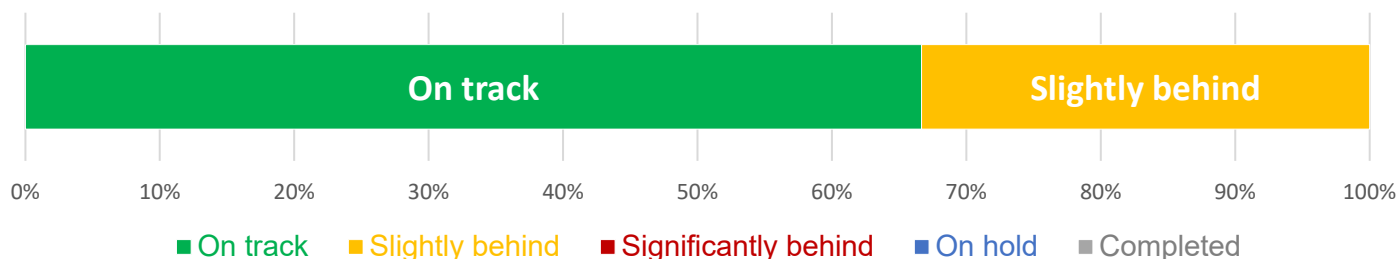
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Helping to improve the health and wellbeing of our communities

Current position breakdown of key actions



6.1 Improve and develop the quality of local sport and leisure facilities	RAG rating
<ul style="list-style-type: none"> Work with partners on local projects to improve health and physical activity levels 	G
<ul style="list-style-type: none"> Support the development of health & well-being schemes to encourage activity. 	G
<ul style="list-style-type: none"> Consider Playstreet initiatives and specific health programmes for targeted groups. 	G
<ul style="list-style-type: none"> Work with NHS and Active Norfolk on a borough/county wide approach to exercise referral as well as implement a Cancer Rehab programme delivered from the new Wellbeing Centre at QEH. 	G
Progress update provided by Assistant Director	
<p>The new Health and Wellbeing Partnership is now in place with the first two formal meetings successfully held. The Lily Careline Manager and Assistant Director also attend meetings in respect of Inactivity and Health Inequalities. The new ICS model will present significant opportunities to align health with local priorities.</p> <p>Current schemes/initiatives</p> <ul style="list-style-type: none"> working with the Queen Elizabeth Hospital (QEH) to provide employer subsidised memberships with over 420 now sold. Man v Fat Football now has over 120 players seeing a combined weight loss of over 1000kg All to Play For Football supporting men with mental health conditions taking place weekly in partnership with Wellbeing, Mind and 856 Foundation. Funding secured from Adrian Flux, 856 Foundation and Anglia Ruskin University to support a new role to focus on improving physical activity participation in North Lynn. Cancer Care programme established in partnership with QEH is being delivered from the Cancer Wellbeing Centre at QEH. Task and Finish group set up for West Norfolk to implement the Active NoW exercise referral scheme. QEH Pain Management Clinic, QEH Diabetic Team, NHS Health Check Service and NHS Wellbeing Surgery Coordinator are new referral partners for the AWN Wellness Referral Scheme. 	M Whitmore

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6.2 Reduce crime and anti-social behaviour	RAG rating
<ul style="list-style-type: none"> Work with partners to tackle anti-social behaviour, fear of crime and to deal with neighbourhood nuisance/public health issues 	A
<ul style="list-style-type: none"> Provide technical knowledge and expertise to help develop proposals which benefit the town economically whilst conforming with current codes of practice on good design for noise control and ensuring opportunities for Crime and ASB are designed out. 	A
Progress update provided by Assistant Director	
<p>Generally on track however, as reported in 1.3 significant pressures in supporting other corporate work (eg Homes for Ukraine Welfare Visits etc) has given rise to additional pressures. Enviro-crime work is progressing well following additional investment in this area of the service.</p>	M Whitmore

Rating definition

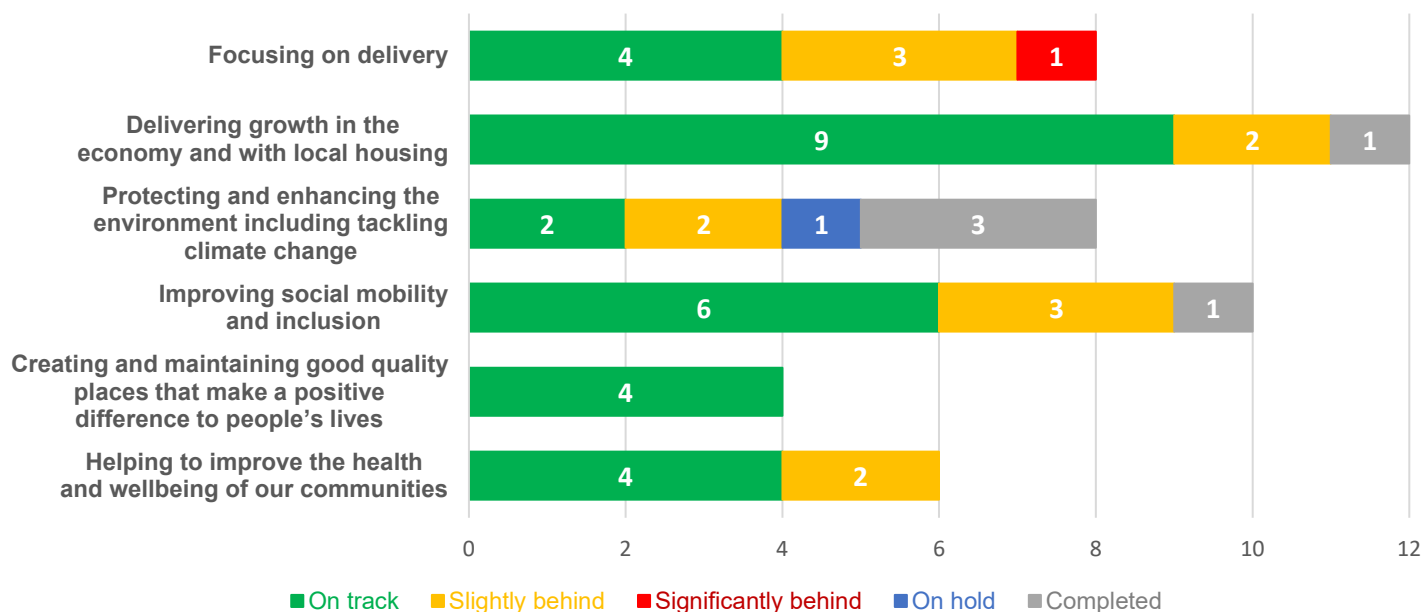
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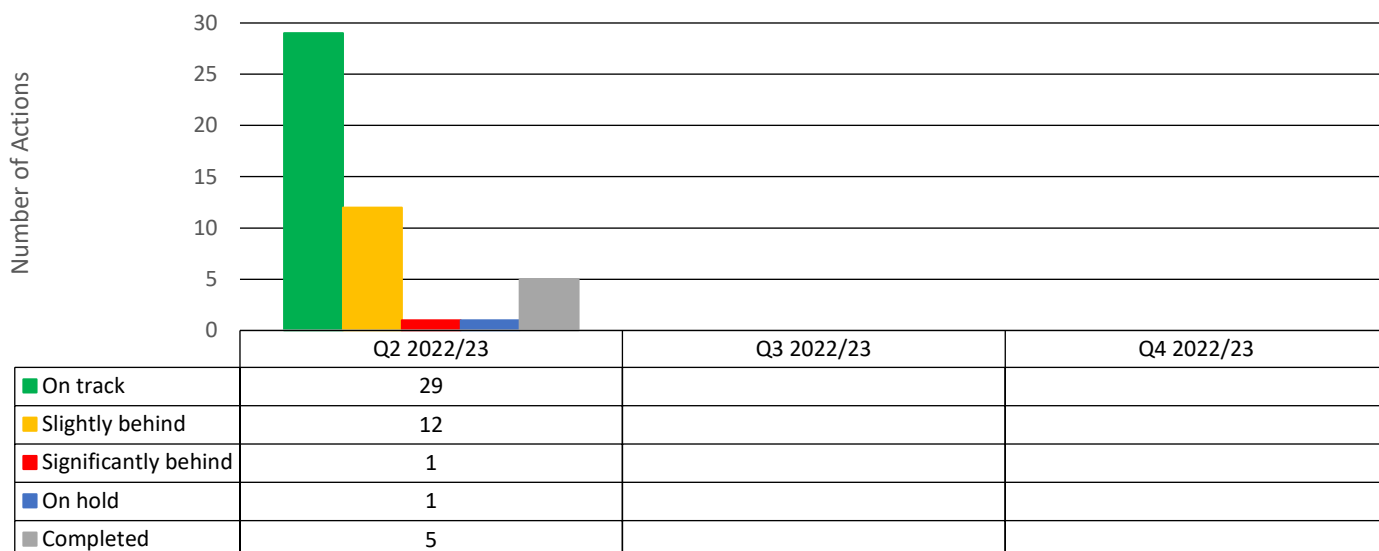
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Overall position breakdown of key actions



Breakdown of key actions



Rating definition

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