

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	18 December 2017		
TITLE:	Q2 2017/18 Corporate Business Plan Monitoring Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>The Corporate Business Plan monitoring report has been developed to demonstrate progress against the Council's Corporate Business Plan. This report contains information on the progress made on the key actions up to the end of Quarter 2 2017/18.</p>
KEY ISSUES:
<p>There are currently 41 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2017/18 Q2 monitoring report indicates that 93% of the actions are progressing well and 7% are slightly behind schedule (23 actions have been completed from Q4 2015/16 to Q2 2017/18).</p>
OPTIONS CONSIDERED:
<p>N/A monitoring report</p>
RECOMMENDATIONS:
<p>The Panel is asked to review the Q2 2017/18 Corporate Business Plan monitoring report and identify where further information/clarification on progress is required.</p>
REASONS FOR RECOMMENDATIONS:
<p>The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.</p>

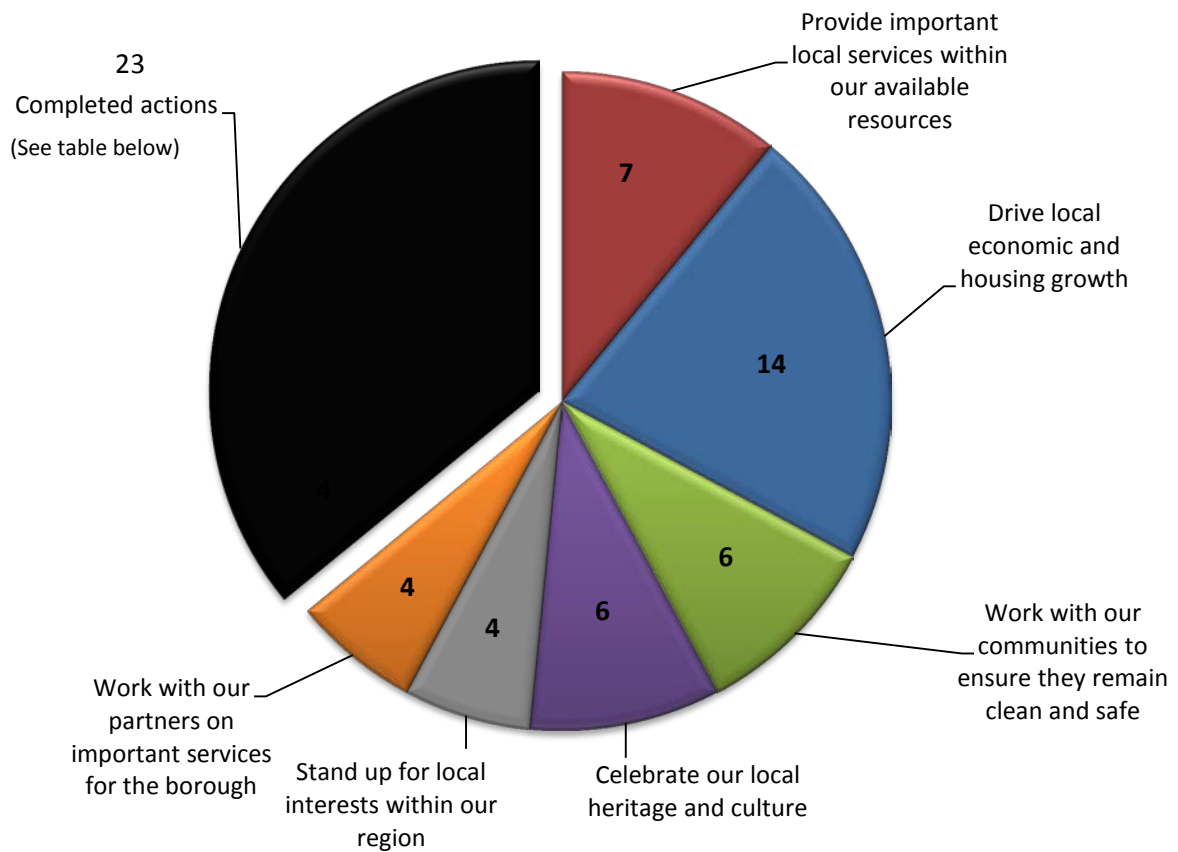
1. Introduction

- 1.1 The Council's new Corporate Business Plan was adopted in January 2016. It sets out the broad framework for the Council's work for the period 2015-2019.
- 1.2 The six priority areas outlined in the Corporate Business Plan, underpinned by 18 corporate objectives, are:
 - provide important local services within our available resources
 - drive local economic and housing growth
 - work with communities to ensure they remain clean and safe
 - celebrate our local heritage and culture
 - stand up for local interests in our region
 - work with our partners on important services for the borough
- 1.3 The monitoring report is collated quarterly, and brought to the Corporate Performance Panel following the end of Quarters 2 and 4. Reports set out progress made against key actions – including details of any completed or new key actions. All quarterly reports are available to Members on the Council's Intranet, [Insite](#).
- 1.4 The report contains an Executive Summary which provides an overview of progress against the six priorities. The information in the body of the report provides further detail.
- 1.5 Members should note that key actions which have been completed prior to Q2 have been removed from the report and are contained in a separate archive report [Completed Key Actions report 2016-2020](#).

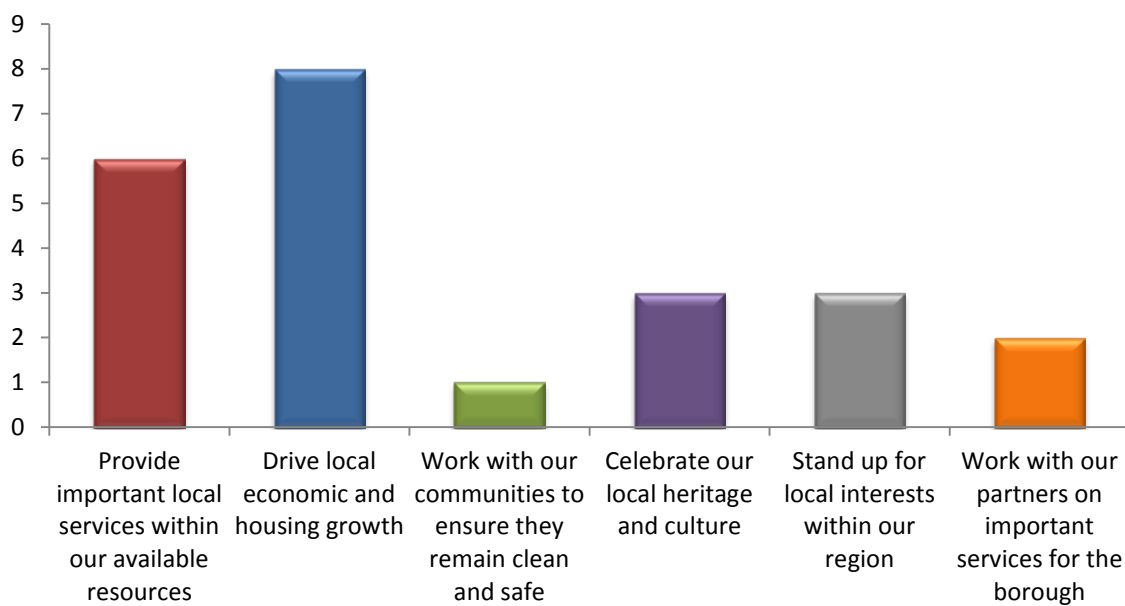
2. Monitoring Report

- 2.1 The 2017/18 Quarter 2 report details progress on agreed actions as at the end of September 2017. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2017/18 Quarter 3 report (which will be available on Insite).
- 2.2 The Executive Summary for the 2017/18 Quarter 2 monitoring report indicates that 93% of key actions are progressing well and 7% are slightly behind schedule.
- 2.3 The chart below highlights the number of current key actions which underpin each corporate priority. Over the next four years the proportions of the chart will change at the end of each quarter, as key actions are completed or new key actions are added in reaction to specific corporate issues or priority areas.

2.4 Current key actions per corporate priority at the conclusion of Q2 2017/18



2.5 Breakdown of completed key actions by Priority



3. Issues for the Panel to Consider

Members should review the full Corporate Business Plan monitoring report covering Q2 2017/18 (attached) noting the 'status' given for each key action, The 'comments' column provides details of specific actions which have been progressed during Q2 to enable Members to assess the work undertaken against each action during the specified quarter.

4. Corporate Priorities

This report provides evidence of progress towards the achievement of the Council's corporate priorities.

5. Financial Implications

None

6. Any other Implications/Risks

None

7. Equal Opportunity Considerations

None

8. Consultation

Management Team, senior officers and Portfolio Holder

9. Conclusion

Members should use the Q2 Corporate Business Plan monitoring report to assess performance during the period July to September 2017.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



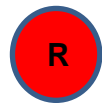
Corporate Business Plan Monitoring Report

Covering Q2 2017/18

Detailing progress against the
2015-2020 Corporate Business Plan



Executive summary by Corporate Business Plan outcomes



Progress and performance overall is behind schedule



Progress and performance is within acceptable variance



Progress and performance is on track

1. Provide important local services within our available resources

All 7 actions in place for this priority are progressing well.



4. Celebrate our local heritage and culture

All 6 actions in place for this priority are progressing well.



2. Drive local economic and housing growth

Of the 14 actions in place for this priority, 2 actions are slightly behind schedule and the remaining 12 actions are progressing well.



5. Stand up for local interests within our region

All 4 actions in place for this priority are progressing well.



3. Work with our communities to ensure they remain clean and safe

All 6 actions in place for this priority are progressing well.



6. Work with our partners on important services for the borough

Of the 4 actions in place for this priority, 1 action is slightly behind schedule, the remaining 3 actions are progressing well.



Overall progress on Corporate Business Plan actions as at 30th September 2017 is deemed to be on track.

Corporate Performance Indicators







The following corporate performance indicators have been introduced to capture key performance measures for each of the Council's corporate priorities.

Priority	Indicator	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020 (cumulative to the end of 2016/17)	£478,030	£486,460		
	Progress towards target savings for 2017/18 of £270,362			£3,550	£71,700
	No of customers registered for OneVu account (cumulative)		2,999	6,638	9,516
2	Growth in Business Rates (target £500,000)	£403,750	£1,236,707	£747,914	£266,668 *
	Number of new homes built (annual target 670)		395		
3	Number of households signed up to 'West Norfolk Recycling Rewards' (cumulative)	3,658	3,695	5,917	5,301 **
	Reduce contamination of recycling by 4.85% to 10.00% by 31 March 2018 (cumulative)	16.0%	18.6%	15.3%	15.8%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	+1.4%	+1.6%	-1.92%	-3.41%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	6	6	7	7
5	Deliver an 8% increase in mobile coverage / superfast broadband of West Norfolk premises by June 2020 – recorded one quarter in arrears	4%	4%	4%	6%
6	Work with voluntary groups to recruit a minimum of 15 voluntary advisers for the LILY project	22	30	37	40

* The Rateable Value (RV) for the Power Station was £2,280,000 but has been reduced by 95% due to the refurbishment works. It is likely to come back in at a higher RV once the works are completed in 2019 but in the meantime our income is reduced. The former Beales stores had a RV of £155,000 providing income of over £74k, as the property has been demolished we no longer receive this income, it is likely to have a higher RV when completed.

** Q2 figure has dropped due to residents deciding to opt out of the scheme.

Detailed progress by Corporate Business Plan priorities

Key to status					
	Progress is on track		Progress is slightly behind schedule		Action has been cancelled for the reasons stated
	Progress is significantly behind schedule		The action has been completed		Key action on hold



Note:

- **Progress** is derived either from completion of key milestones or is a subjective judgement by the relevant senior manager.
- **Target dates** do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached, or it may reflect the overall target date for completion. This is a judgement and decision made by the relevant senior manager.

Priority 1 - Provide important local services within our available resources


1. We will: Deliver our 'channel-shift' programme

Cabinet Member: Cllr K Mellish

Status	Key Action	Progress	Target Date	Comment
	Undertake a programme of business process change workshops to map existing processes and identify areas which can be improved to achieve cost savings and/or improved levels of service	Ongoing	December 2017	The Corporate Lean Team have been working with Licensing to map their top 5 processes and to transfer the paper forms to e-forms. A new online payment function has been implemented and when the forms go live, customers applying for licences will be able to apply online, submit supporting evidence and pay for the service as an end to end transaction. Work is also continuing to integrate the service to the back office Uniform system to eliminate manual rekeying of the data. This is expected to be live during the Autumn.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	December 2017	A staff digital survey will be sent to all staff during October 2017. The survey focuses on the 'Basic Digital Skills Framework' as well as internal digital services to gauge existing knowledge and skills. A training and communication plan will be drawn up from the results of the survey.




2. We will: Continue to seek new and effective ways of working

Cabinet Member: Cllr B Long


Status	Key Action	Progress	Target Date	Comment
	Develop and deliver a programme of training to enable employees to adapt effectively to new challenges and new ways of working and which support corporate priorities.	On track	December 2017	New training courses in relation to project management continue to be rolled out, receiving very positive feedback from delegates. Activities to support the delivery of our safeguarding training plan, developed to support the implementation of our new safeguarding policy, have been progressed, with training in two specialist areas already being planned for later this year.

3. We will: Take opportunities to generate income and draw in grant funding where it helps us achieve our priorities

Cabinet Members: Cllr B Long, Cllr P Hodson, Cllr A Beales and Cllr K Mellish

Status	Key Action	Progress	Target Date	Comment
	Put in place a programme of works for increasing the use of Kings Court and other council buildings by third parties	Ongoing	March 2018	Works for the adaptation of Kings Court to accommodate the Department for Work and Pensions Job Centre Plus have commenced, the occupation date by DWP JCP is 26 th March 2018. The offices at Valentine Road, Hunstanton have received an expression of interest from health-related services. The Priory Centre offices have potential for letting, subject to the agreement of Norfolk County Council, as landlord.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	December 2017	Work on the Hunstanton element of OPE is progressing well. Briefings have taken place with representatives from Hunstanton Town Council and the Coastal Communities Team, and a presentation was given to the Regeneration and Development Panel in October. Wider communications activities are planned in due course in line with the programme Communications Plan. Specific projects are being progressed and are on track with the project plans agreed with the OPE programme office.
	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	March 2018	Units at Croft's Close, Burnham Market should be available for sale by November/December 2017. The other site in Burnham Market is still at Pre-App stage. The site at Alexandra Road, Hunstanton is being considered for development under the Major Housing contract.





Priority 1 other actions

	<p>Monitor the Efficiency Plan, report progress achieved by developing/reviewing major projects and identify further opportunities for securing savings.</p>	<p>On track</p>	<p>December 2017</p>	<p>As reported in the monthly monitoring report at the end of September 2017, savings of £71,700 are reported against the target of £270,362, the target is 27% achieved. The targets will be reviewed by Management Team and EMT in early October 2017. The targets will be further reviewed as part of the budget process 2017-2022, to be reported to Cabinet on 6 February 2018. The DWP lease arrangements are still to be finalised, it is expected that annual rents and service charges will be achieved in excess of £250k. The monitoring arrangements for the corporate projects are being developed now the Performance and Information Officer in Property Services has been appointed.</p>
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Priority 2 - Drive local economic and housing growth

4. We will: Support new and existing businesses to help them thrive





Cabinet Member: Cllr A Beales and Cllr P Hodson

Status	Key Action	Progress	Target Date	Comment
	<p>Work with Norfolk and Waveney Enterprise Services (NWES) and other partners on developing proposals to support the creation of new jobs and businesses at KLIC.</p>	<p>Ongoing</p>	<p>December 2017</p>	<p>A training course on 'how to deliver exceptional online customer experience' with UK consultancy Different Dimensions has been held at KLIC. NWES and NatWest Bank hosted a series of workshops for 'Small business advice week'.</p>
	<p>Prepare an outline proposal for the development of a Shared Technology Centre (STC) on the site opposite KLIC</p>	<p>Ongoing</p>	<p>December 2017</p>	<p>No further progress during Q2 2017/18</p>
	<p>Use the website as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors.</p>	<p>Ongoing</p>	<p>January 2018</p>	<p>The Inward Investment website has been updated to include the Enterprise Zone, Nelson Quay and the Heritage Action Zone. The Twitter account is live with tweets from the Economic Development team.</p>
	<p>Prepare a five-year marketing plan for the Nar Ouse Business Park</p>	<p>Progress is slightly behind schedule</p>	<p>December 2017</p>	<p>A development prospectus has been produced and the Enterprise Zone site features in the New Anglia LEP's Invest East brochure (investable opportunities in Norfolk and Suffolk).</p>

	Implement the King's Lynn town centre action plan	Progress is slightly behind schedule	December 2017	A new plan is currently being developed and will commence in Spring 2018.
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5. We will: Meet our housing growth targets

Cabinet Members: Cllr A Lawrence and Cllr A Beales

Status	Key Action	Progress	Target Date	Comment
	Commence the implementation of the Borough Council's approved Major Housing Scheme	Ongoing	December 2017	The sales suite at Marsh Lane opened in August as planned. 3 show homes are due to open in November 2017 and 11 properties have been reserved with a further 8 having an 'early bird' reservation. Works on Lynnsport 4&5 has commenced.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	December 2017	All house sales are complete, and works on Phase 3 have commenced.
	Acquire strategically located sites to enable additional phases to proceed	Ongoing	December 2017	Ground monitoring wells have been installed and monitoring has commenced.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company (LAC) to develop and acquire new affordable housing units in the Borough	On track	February 2018	The company is progressing registration as a Registered Provider with a target completion date of early February 2018.




6. We will: Support activity that helps drive up the skills levels of local people

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	March 2018	Arrangements to ensure the payment and monitoring of the apprentice levy, which came into effect from May 2017, are now established as part of our monthly payroll processes. 13 employees will be enrolling on apprenticeships in October, with plans to start a second cohort in February.
	Co-ordinate and provide support to the West Norfolk Partnership's Strategy Group to bring together the main public sector service providers and the umbrella organisation for	Ongoing	March 2018	The next meeting of the Strategy Group is scheduled for mid-October at which time partners will receive an update on work towards the four key priority areas identified for 2017/18. Work has progressed in the past three months regarding the improvements to the Working In West Norfolk recruitment portal and developing a

	the voluntary sector to improve quality of life in West Norfolk			'brand west Norfolk' project.
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Priority 2 other actions

	Respond to increasing levels of homelessness within the Borough by expanding the availability of temporary accommodation including consideration of available council buildings and development sites	On track	January 2018	Works to convert Broad Street in to temporary accommodation is out to tender with the project due to start in January 2018.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	December 2017	Policy proposals are being considered by LDF task groups.
	Maximise the potential of the riverfront area – consultation phase	Ongoing	December 2017	The consultation phase has been completed. Cabinet agreed at the meeting held on 1 August 2017 to endorse the final King's Lynn Riverfront Delivery Plan and approved the next steps to progress and test the scheme further.

Priority 3 - Work with our communities to ensure they remain clean and safe




7. We will: Improve recycling levels

Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Target Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	December 2017	The Food Waste Challenge has been launched to encourage residents to reduce food waste and increase food caddy use. The council has seen a 4% increase in food waste between Q1 and Q2. The Norfolk Waste Partnership 'Love your recycling' campaign has been delivered during August and September and work commissioned as part of the Sainsbury's Discovery Communities in Downham Market will be delivered during Q3.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	December 2017	With the total contamination rate currently at 15.8% staff have visited all areas of the Borough inspecting the contents of recycling bins, this area of work will be completed during Q3. Material Recycling Facility (MRF) data shows a reduction of bagged waste in August-September compared to April-May.


8. We will: Ensure that our local streets and public open areas are clean

Cabinet Member: Cllr I Devereux and Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2017	Regular operational meetings are being held to identify opportunities for partnership working. Staff will continue to monitor output and customer feedback and adjust work patterns accordingly.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2017	Areas of adaption and priorities have been identified from reviewing the Public Open Space call register from the 2017 season. Quarterly meetings are being held with Downham Market Town Council on grass cutting regimes within local areas.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2017	The Green Flag awards for five sites have been maintained / awarded. All In-Bloom entrants were awarded Gold, with Hunstanton being nominated to represent the eastern region for the coastal category for Britain In-Bloom.

9. We will: Pro-actively address anti-social behaviour


Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Target Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour	Ongoing	December 2017	The anti social behaviour team is working jointly with Police and other colleagues within the OPT (Operational Partnership Team) using data obtained to target people aggressively begging in King's Lynn town centre. Those causing ASB, in particular with nuisance drinking will be dealt with, while those requiring support, particularly if they are homeless will be assisted by the housing team.

Priority 4 - Celebrate our local heritage and culture**10. We will: Deliver an annual programme of festivals and events to attract people into West Norfolk and showcase our area**

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Assist, facilitate and promote events in other parts of the Borough	Ongoing	December 2017	The latest tourism statistics are unavailable for Q2 due to the departure of the Tourism Manager. With effect from Q3, quarterly data will be provided by the Regeneration, Heritage & Economic Development Manager.

	Deliver and enable a range of events in King's Lynn to improve the attraction of the town as a sub-regional centre	Ongoing	November 2017	During the summer many successful events have been held to enhance the appeal of King's Lynn Town Centre with some events returning for the 2 nd or 3 rd year. During Q3, the event calendar will conclude with a children's Halloween event and trail, Fawkes In The Walks and the Christmas lights switch on.
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11. We will: Support the improvement of our built heritage, drawing in third-party funding wherever possible

Cabinet Members: Cllr A Beales, Cllr R Blunt and Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	December 2017	From the 5 priority cases currently being focused on by the Derelict Land and Building Officer Group, 1 case is pending a downgrade to the watch list. 32 residential properties and 20 commercial properties are currently on the watch list which has seen 3 properties addressed and removed. Work is progressing on the preparation of a Townscape Heritage 2 application to the Heritage Lottery Fund to address empty and derelict properties in the area around Railway Road.
	Implement key phases of the Hunstanton Regeneration Programme	Good	December 2017	The capital works for the Hunstanton Heritage Gardens project have been completed, and the activities programme has been launched and will run until 2019. An application to the Business Rate Pool for master planning and a feasibility study of key development sites has been submitted, a decision is due to be announced in October 2017.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	December 2017	Work continues with partners to explore opportunities for the site in order to develop proposals that will attract future funding partners. This includes the development of a draft Cultural Strategy Positioning Document to underpin any proposals.

12. We will: Support leisure and tourism within the borough

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Target Date	Comment
	Deliver the action plan of the 2016-20 West Norfolk Destination Management Plan	Ongoing	December 2017	The latest tourism statistics are unavailable for Q2 due to the departure of the Tourism Manager. With effect from Q3, quarterly data will be provided by the Regeneration, Heritage & Economic Development Manager.

Priority 5 - Stand up for local interests within our region




13. We will: Explore options for West Norfolk to help us take more control over the services that impact on people's lives


Cabinet Member: Cllr B Long

No key actions

14. We will: Lobby for infrastructure improvements including rural broadband and mobile coverage, road and rail improvements and coastal protection

Cabinet Members: Cllr B Long, Cllr A Beales, Cllr R Blunt, Cllr P Hodson and Cllr I Devereux

Status	Key Action	Progress	Target Date	Comment
	Work with Better Broadband for Norfolk (BBfN) with a view to achieving over 95% coverage for super-fast broadband for the West Norfolk area once the current 'roll-out' is complete	Ongoing	December 2017	The second contract has implemented 39 new fibre cabinets across the borough which have provided access to fast broadband for over 4,100 properties. The order of the rollout continues to be based on the most efficient possible to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs. 11 more cabinets have begun implementation in the borough and a further 46 surveys have been completed.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	Preferred routes for RIS1 (road investment strategy) improvements including Guyhirn have been published in August 2017. A revised business case is being prepared by WSP consultants for Norfolk County Council for the Tilney – East Winch RIS2 improvements. The Wisbech Access Study consultation with proposals to improve the A47 Broadend Road and A1101 Elm High Road junctions has been delayed until October 2017.
	Work with partner members of the Ely Area Improvements Task Force to secure improvements to the King's Lynn – Cambridge – London King's Cross rail service	Ongoing	March 2019	Road Study - Engagement event on 14 September 2017 went very well. Responses have been sought by the end of September, finalised in October and will then be published. The next steps include: assess nos./comments, revisit Traffic Regulation Order possibilities, look at Network Rail work and consider other options e.g. new road. Rail Study - GRIP 1 (Governance for railway investment projects) is complete. Internal approvals have been given to progress GRIP 2 and 3a. The programme paused as unable to confirm the design contract until the LEP contracts are signed. Legal reviews are taking place and LEPs are working together on the agreements. First part of level crossing feasibility study is almost finished.

	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works	Ongoing	June 2018	Legal agreements with the Environment Agency, Community Interest Company and Anglia Water are still to be finalised. A Funding Group will be held on 25 October 2017. A newsletter was distributed in July and awareness raising door-to-door visits took place in August.
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15. We will: Lobby to retain the core service infrastructure – such as the hospital, appropriate medical and judicial services, education and others – that reflects the needs of local people and the importance of West Norfolk in the sub-region

Cabinet Members: Cllr B Long, Cllr A Beales and Cllr E Nockolds

No key actions


Comment

Over the course of the 2015 – 2020 Corporate Business Plan we will update actions within this section as and when activity in this area occurs. Examples of work undertaken previously are: helping to bring the Anglia Ruskin University site to King's Lynn; and working to assist the Queen Elizabeth Hospital to become a trust.

Priority 6 - Work with our partners on important services for the borough

16. We will: Continue to support improvements in the educational attainment of our young people

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Target Date	Comment
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	December 2017	The recent round of small project grants has resulted in 13 new projects being supported, all of which commenced with the start of the new school year in September. Work to deliver a second West Norfolk University challenge conference in February 2018 is well underway.

17. We will: Work closely with partners in health and adult services to improve services for older people



Cabinet Member: Cllr E Nockolds

Comment

Over the course of the 2015 – 2020 Corporate Business Plan we will update actions within this section as and when activity in this area occurs. Examples of work undertaken previously are: working with Norfolk County Council to roll out a Community Clinic in west Norfolk and roll out the 'Living Independently in Later Years' (LILY) project with local partners

18. We will: Support 'early help' initiatives aimed at preventing problems from arising in the first place

Cabinet Member: Cllr B Long and Cllr A Lawrence

Status	Key Action	Progress	Target Date	Comment
	Take an active role in the 'West Norfolk Early Help Hub' along with other partners, in order to identify and address issues with young people to prevent escalation to social care level	Ongoing	December 2017	A meeting was held on 19 September to address issues that are causing the Hub to lack effectiveness in west Norfolk. Agreements have been made to attempt to include adults within the Hub discussions (currently only children) and also to continue to discuss resolutions.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant (BCF/DFG) allocation and the Integrated Housing Adaptations Team (IHAT) approach to support and assist vulnerable people in the borough	Ongoing	December 2017	Work continues with the Locality Plans, focusing on the early discharge of cases, avoiding admissions and the community health referral pathway. All of these are working well in the west and will be undertaken in other districts across the County. The Handyperson service has been transferred to Care and Repair with focus on low level prevention and equipment.

Priority 6 other actions

	Work with Norfolk County Council (NCC) to facilitate new housing solutions for people currently being accommodated in expensive inappropriate residential care. To include people with learning difficulties, enduring mental health problems, and Housing with Care for elderly people.	Progress is slightly behind schedule	December 2017	No progress during Q1 and Q2.
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