

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	30 January 2019		
TITLE:	Q2 2018/19 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 2018/19.</p>
KEY ISSUES:
<p>There are currently 51 agreed actions being undertaken to progress the Council's Corporate Business Plan. The Q2 2018/19 monitoring report indicates that 49 of the actions are progressing well and 2 new key actions have been added.</p> <p>27 actions have been completed from Q4 2015/16 to Q2 2018/19.</p>
OPTIONS CONSIDERED:
<p>N/A monitoring report</p>
RECOMMENDATIONS:
<p>The Panel is asked to review the Q2 2018/19 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>

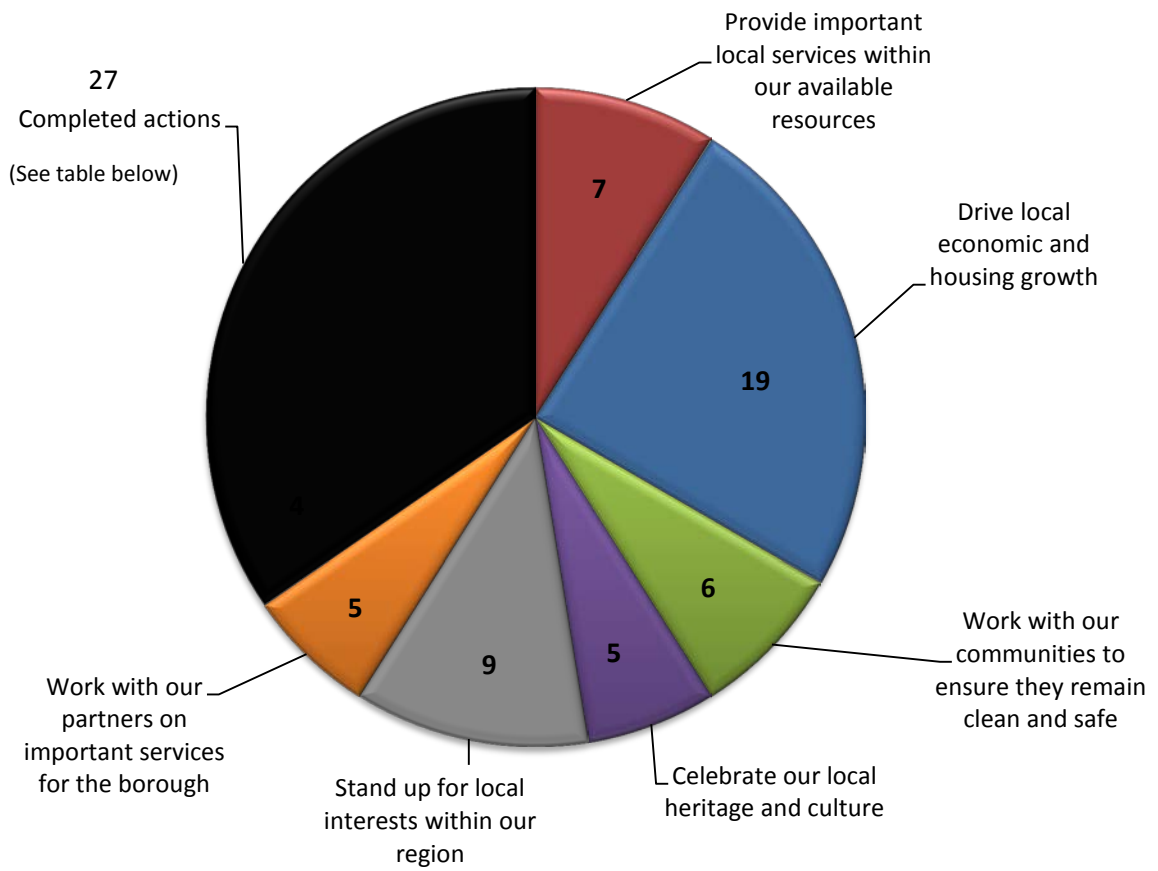
1. Introduction

- 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 completed key actions will be removed from the report and added to a separate archive report [Completed Key Actions report 2016-2020](#) available on Insite.

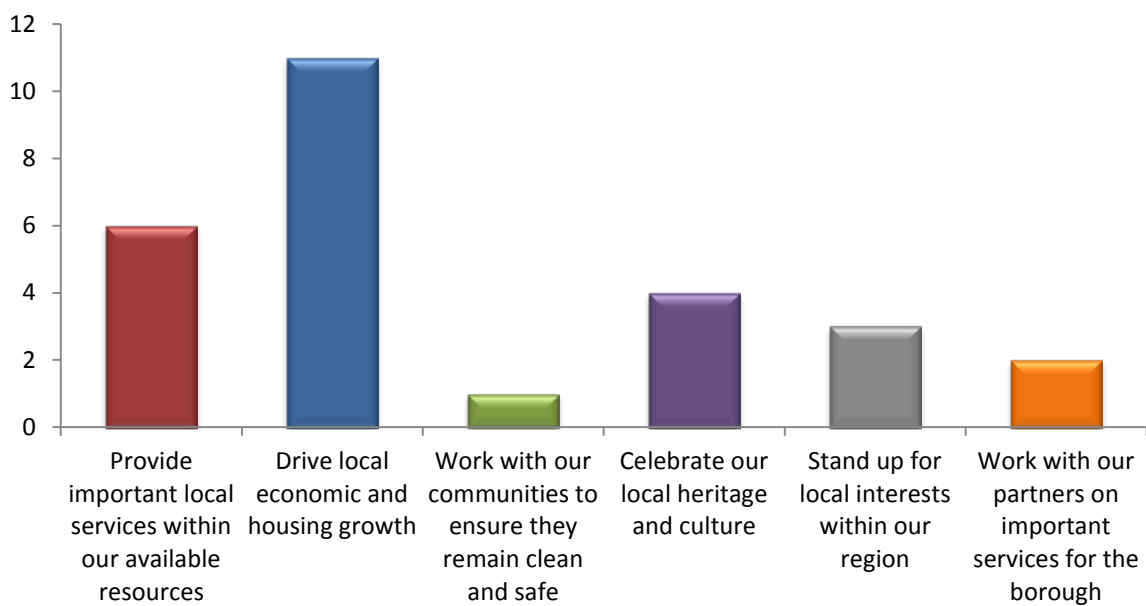
2. Monitoring Report

- 2.1 The Q2 2018/19 report details progress on agreed actions as at the end of September 2018. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the Q3 2018/19 report (which will be available on Insite).
- 2.2 The Executive Summary for the Q2 2018/19 monitoring report indicates that 96% of the actions are progressing well and 4% are new key actions.
- 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 2018/19



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 2018/19 (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 2018.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



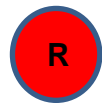
Corporate Business Plan Monitoring Report

Covering Q2 2018/19

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 5 actions in place for this priority are progressing well.



2. Drive local economic and housing growth

Of the 19 actions in place for this priority, 2 new actions have been added and the remaining 17 actions are progressing well.



5. Stand up for local interests within our region

All 9 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

All 5 actions in place for this priority are progressing well.



Overall progress on Corporate Business Plan actions as at 30th September 2018 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 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
1	Progress towards £3.1m savings required by 2019-20 identified in the Financial Plan for 2015-2020. Target savings of £147,966 for 2018/19.	£105,490	£304,560	£30,000	£51,100
2	Growth in Business Rates (target £500,000) reported annually		£799,583		
	Number of new homes built (cumulative figure year to date) Local housing need target 550 / Housing delivery test target 448	294	486	111	260
3	Reduce contamination of recycling to 10.00% by 31 March 2019 (cumulative)	15.8%	16.8%	18.4%	19.4%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	-9.0%	-15.2%	-18.5%	-13.6%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	8	10	11	12
5	Deliver an 8% increase in mobile coverage / superfast broadband of west Norfolk premises by June 2020	6%	7%	9%	9%
6	Support clients via the Ask LILY Advisor service (30 clients per quarter)			32	95

No of customers registered for OneVu account - This indicator has been deleted due to the significant changes which will take place over the coming months with Revenues and Benefits moving their services away from OneVu and into Open Portal. This will inevitably decrease the volume of sign-ups for OneVu.

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	Review 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 2018	Processes have been established to allow the licensing team to transfer all of their applications and renewals online, together with personalised information of their licences which will be available in OneVu from 8 October 2018. An online form for houses in multiple occupation together with integrated payments went live in September 2018.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	December 2018	The council will be signing up to 'The Local Digital Declaration', a joint endeavour initiated by the Ministry of Housing Communities and Local Government (MHCLG) and the Government Digital Service. This commits the council to developing services which meets the needs of citizens, protect their privacy and security and deliver better value for money. By signing the declaration, the council will be able to access training and mentoring on digital transformation from the MHCLG. It is hoped that this will ensure that the council remains at the forefront as a provider of local government digital services.




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

Cabinet Member: Cllr B Long


Status	Key Action	Progress	Review 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 2018	During quarter 2 there has been a particular focus on e-learning with the implementation of a new system to support and improve this type of training going forward. A second cohort of delegates have completed their level 7 executive diploma in leadership and management and a new approach to Level 5 management training is being researched to roll out in quarter 3. Work has also been undertaken to review our previous provision of RIPA related training, with new training to be rolled out in quarter 3.

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	Review Date	Comment
	Put in place a programme of works for increasing the use of council buildings by third parties	Ongoing	December 2018	Management Team have determined that the usage of King's Court has been maximised, without significant capital expenditure to increase the provision of facilities such as wc's etc. No further updates will therefore be given on the King's Court office. Space at Valentine Road, Hunstanton is being marketed for office use and feasibility work using OPE funds is being commissioned to consider alternative uses of the site. The Priory Centre, Downham Market is being marketed for office use.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	December 2018	The Hunstanton Regeneration project is ongoing; public sector partners are progressing potential joint works and work is being progressed on sites within the area, unless they are within the study area of the Hunstanton Southern Seafront Masterplan. The Hunstanton Bus Station and Library site is being considered as the first site to be brought forward. Following an OPE focussed 'Area Based Property Review' of King's Lynn, public sector partners are considering actions that may be needed.
	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	December 2018	The bungalows at Croft's Close, Burnham Market are under offer. A further site in Burnham Market and a site in Sedgeford are being taken forward, viability appraisals are underway to consider whether it is appropriate for the council to build the units. Alexandra Road, Hunstanton is progressing with five further sites being considered for development/disposal. A number of sites have been submitted for consideration by the planning policy team for new housing development.







Priority 1 other actions

	Monitor the Efficiency Plan, report progress achieved by developing/reviewing major projects and identify further opportunities for securing savings.	On track	December 2018	The majority of the 2018/19 schemes are on track to be completed by March 2019. An updated cost reduction plan went to management team in September 2018 and will be discussed at the Cabinet away day in October 2018. Revenue savings are reported in the monthly monitoring report to members.
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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	Review Date	Comment
	Deliver a 24 month targeted action plan to maximise take up of plots on the Enterprise Zone	Ongoing	December 2018	Following the launch event in July, discussions have taken place with three businesses who are looking to develop their own premises on the Enterprise Zone. Once the planning application is approved, a press release will be issued and the updated investment prospectus will be circulated to regional and national property agents, as well as the Dept for International Trade advisors.
	Enterprise Zone infrastructure delivery – re-routing of the main gas pipeline, access roads, utilities and superfast internet	Ongoing	December 2018	Works on re-routing the main gas pipeline are due to be completed by the end of October. Works on the remaining infrastructure will start in early 2019, subject to planning consent.
	Enterprise Zone – delivery of first phase spec units	Ongoing	December 2018	A report was approved by Cabinet on 21 August 2018. A second stage application to the New Anglia LEP Enterprise Zone Accelerator Fund has been submitted with a decision expected in November 2018. Planning consent is awaited for the first phase units.
	Implement the King's Lynn town centre action plan	On track	December 2018	Collaborative activities between the council and the BID continue to deliver events and initiatives to help maintain footfall in the town centre.
	Implement the King's Lynn town centre study	Ongoing	March 2019	Historic England are compiling baseline information to inform the audit of empty and underutilised spaces above retail units in the town centre. Meetings with Discover King's Lynn (the Business Improvement District) are being arranged to discuss a joint approach.
	Develop proposals for KLIC2 – move-on space	Good	December 2018	The draft feasibility study has been completed and is being reviewed with a view to having the final report by the end of December 2018.




5. We will: Meet our housing growth targets

Cabinet Members: Cllr A Lawrence and Cllr A Beales



Status	Key Action	Progress	Review Date	Comment
	Progress the implementation of the Borough Council's approved Major Housing Scheme to approved schedule	Ongoing	Ongoing	Construction continues on Marsh Lane and Lynnsport 4/5 with 34 units sold to date. Pre-commencement planning conditions clearance is underway for Lynnsport 1 and utilities work has started on Lynnsport 3.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Ongoing	April 2019	NORA phase 3 is under construction with units are being marketed. A lot of interest has been received in the site, with plots being reserved. Phase 3 is scheduled to complete by April 2019.
NEW	Phase 4 of NORA – modular construction	Ongoing	December 2018	Initial remediation works are 75% complete. Contract negotiations between Lovells, L&G and the council for the modular units are in their final stages. The site has been submitted to planning with a view to a decision early in 2019 with construction planned to start by April 2019.
	Acquire strategically located sites to enable additional phases to proceed	Ongoing	December 2018	The update previously given in this point has been added as a new entry above – NORA Phase 4. In respect of other strategically located sites, Area C of the Puny Drain has been recently purchased from Homes England to enable the NORA housing development to be completed.
NEW	Accelerated construction programme	Ongoing	December 2018	Accelerated construction programme contract has been signed and work is progressing on two initial sites at NORA Phase 4 and Columbia Way.
	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	December 2018	Registration as a Registered Provider of social housing was completed on 6 September 2018. Effective transfer of properties to company in line with business plan.
	Progress next phase of the Nelson Quay scheme development and testing in preparation for planning and funding applications	Progressing well	December 2018	Stakeholder and public consultation on the revised masterplan is due to take place during October and November 2018 with a view to submitting a hybrid planning application (full for infrastructure works and outline for overall scheme) in early 2019. Following a soft market testing event, further conversations have taken place with institutional investors to test a potential funding model for the scheme. A decision on all applications to the Coastal Community Fund, including the Sail the Wash project, has been delayed.
	Deliver the Heritage Action Zone Unlocking Brownfields Feasibility Study	Ongoing	March 2019	The draft stage one report has been presented to the R&D Panel on 31 July 2018 and a member informal working group has been set up to test the various options proposed in the report. A final report will follow the group's work, this is due in March 2019.

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

Cabinet Member: Cllr B Long

Status	Key Action	Progress	Review Date	Comment
	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	December 2018	During quarter 2 we have continued to support those employees undertaking apprenticeships and have also completed a review of the use of apprenticeships to date. This information has been used as part of our submission to the government as part of their return in relation to the use of apprenticeships and spend of the apprenticeship levy, which had a deadline of 30th September.
	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 the voluntary sector to improve quality of life in west Norfolk	Ongoing	December 2018	The Strategy Group met in September and discussed a range of issues including the work being undertaken by King's Lynn Night Shelter to support rough sleepers through the coming winter, West Norfolk CCG's Sustainability Transformation Plan, a project being developed with Active Lives to review activity levels within the Borough and infrastructure funding for West Norfolk. The meeting also received an update on progress with phase 2 of the Love West Norfolk campaign.
	Explore the feasibility of the creation of an RAF Marham Aviation Academy	Ongoing	March 2019	A project appraisal has been completed and the Council is working with the Aviation Skills Partnership (ASP) on preparing a bid to be submitted to the LEPs Growth Deal fund in October 2018. Building on ASP's world-first Academy at Norwich, this project will be delivered under the RAF Inspire 100 legacy.



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	December 2018	A site has been identified for Park Home development for homeless families. The completion of the Broad Street conversion to a new temporary accommodation facility will be occupied in November 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 2018	The Custom and Self Build Strategy will go to Regeneration and Development Panel on 30 October 2018 with a fully developed strategy going to Cabinet in January 2019.

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	Review Date	Comment
	Find ways to raise awareness levels in the public arena to enhance the recycling scheme across the borough	Ongoing	December 2018	Recycle Week is an annual initiative of the national waste charity Wrap (Waste and Resources Action Programme) and the aim of the week is to encourage the public to recycle more, by demonstrating the benefits of recycling items from all around the home. The council will be supporting residents of Heacham and Hunstanton to build on the good recycling habits of many local residents. Officers from the Waste and Recycling team will be hosting pop-up advice sessions in Hunstanton on 25 September and Heacham on 27 September to answer residents' questions on recycling services provided by the council.
	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	December 2018	Temporary staff have been recruited to carry out bin audits to reduce recycling contamination between October to December 2018.

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	Review Date	Comment
	Streetscenes: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2018	The street cleansing team has commenced the winter work programme this includes leaf clearing. An asbestos survey has been carried out on Heacham north beach and architects are working on the roof design. Howdale toilets are closed and waiting for demolition, Gaywood toilets are sold and we are waiting for a response from Downham Market Town Council regarding the toilets at Wales Court.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2018	The 2018 review of grass cutting and grounds maintenance regimes continues, the Environment and Community panel will receive an update with a presentation on 4 December 2018.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2018	The Anglia in Bloom results were announced at the annual awards ceremony on 12 September, with the council overall winners in three categories, and gold award winners in four: <ul style="list-style-type: none"> • King's Lynn: Winner and Gold in City • Hunstanton: Winner and Gold in Coastal (up to 35,000 residents) • Mintlyn Crematorium: Winner and Gold, Hardwick Cemetery;

				<p>Gold in Churchyards, Cemeteries and Crematoriums</p> <ul style="list-style-type: none"> The Walks: Public Open Space award <p>Local residents are being encouraged to vote for their favourite park in west Norfolk to receive the People's Choice Award launched by the Green Flag Award Scheme. Voting will take place during September, with the top 10 UK sites being announced on 16 October 2018.</p> <p>The Walks, Tower Gardens, Mintlyn Crematorium, the Esplanade Gardens and Boston Square Gardens have all received the Green Flag Award for 2018.</p>
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9. We will: Pro-actively address anti-social behaviour


Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
	Proactively use data and intelligence to target action to prevent nuisance and anti-social behaviour (ASB) at King's Lynn Bus Station	Ongoing	December 2018	The CSNN team are no longer using data with this issue. The council together with partners (mainly the police) react to complaints made from the public and patrol the area as frequently as resources allow. Over the summer months other issues, such as at Lynnsport have dominated with previous good work reducing issues at the bus station. Agencies will watch the situation closely during the winter months.

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

	Assist, facilitate and promote events in other parts of the Borough	Ongoing	December 2018	An events list for events in other parts of the Borough is maintained and promoted on the www.visitwestnorfolk.com website.
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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	Review Date	Comment
	Actively progress derelict land and buildings across the borough using a variety of methods, including enforcement action where appropriate.	Good	December 2018	The group are focussing on 5 key cases. They are working with the Corporate Projects team on potentially stalled sites and interested developers and bodies such as Registered Providers and the Preservation Trust to address these long-term difficult sites. The list is fluid and as sites are progressed, whether from action we are taking or from external activity, the list is updated.

	Implement key phases of the Hunstanton Regeneration Programme	Good	December 2018	One item of snagging is outstanding on the Heritage Gardens project, otherwise all physical works are complete. Installation of interpretation boards will take place over the winter period. The draft baseline report for the Southern Seafront Masterplan project has been received from Hemingway Design. An online engagement portal (with paper copies available if needed) is live, this was launched in August 2018 and runs until mid-October 2018. Further engagement will be undertaken as the project develops. The Hunstanton Prosperity Coastal Community Team has updated its action plan and has identified 3 priority projects to be progressed.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	December 2018	Discussions are under way with an interested party who is seeking to convert the site to a gallery space. Further discussions are under way with the National Trust, which is the landlord.

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

Cabinet Member: Cllr E Nockolds

Status	Key Action	Progress	Review Date	Comment
	Deliver the action plan of the 2016-20 west Norfolk Destination Management Plan	Ongoing	December 2018	Work has started on preparing the digital and printed marketing materials for the 2019 campaign. Numbers are expected to be similar as the 2018 year. The value and volume report 2017 has been published and the results show an increase in both the volume and value of tourism in west Norfolk. Details will follow in the next reporting period.

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	Review 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 2018	At the end of September 2018 the second contract has implemented 68 new fibre cabinets and five Fibre to the Premises (FTTP) solutions across the borough which have provided access to fast broadband for over 6,500 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.

				15 additional cabinets and 18 FTTP solutions have commenced implementation in the borough and a further 70 surveys have been completed.
	Deliver the west Norfolk Tourism Explorer Trails project	Ongoing	December 2018	All photography has been produced, six videos have been produced. Website and mobile apps architecture has been completed and content is being developed for these. Work is on track for this project which is funded by the LEADER programme.
	Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road	Ongoing	March 2020	The A47 Alliance Steering Group is due to meet in Peterborough on 19 October, the following meeting will be in King's Lynn on 15 February 2019. Highways England are currently consulting on the following RIS1 schemes: <ul style="list-style-type: none"> • A47 Blofield to North Burlingham Dualling which closes on Friday 19th October- https://highwaysengland.citizenspace.com/he/a47-blofield-to-north-burlingham-dualling-statutor/ • A47 Wansford to Sutton Dualling which closes on Monday 12th November- https://highwaysengland.citizenspace.com/he/a47-wansford-to-sutton-statutory-consultation/
	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	Work has continued on the Rail Study, stage 2 has commenced using the same consultants with a view to reaching the same Outline Business Case stage by next Spring. A delegation met with the Chancellor on 4 July 2018. The business case for the rail improvements has been refreshed and regular communication meetings have been held since July alongside the Ely Area Task Force meetings.
	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 2019	The funding group met in September and a newsletter has been produced and distributed during the summer. The Environment Agency has estimated the costs for next year's recycling, payments will be requested from the Community Interest Company and Anglian Water, along with the council's contributions.
	West Winch – part 1 Infrastructure Delivery Plan, to identify: <ul style="list-style-type: none"> • the infrastructure required to bring forward the allocation/growth area • how the infrastructure will be funded • key responsibilities, timescales and phasing elements in the development Provide advice on the range of delivery mechanisms available for delivering the strategic infrastructure.	Ongoing	December 2018	The final draft is completed and will be presented to the R&D panel on 30 October 2018, and considered by Cabinet on 13 November 2018 to endorse the Infrastructure Delivery Plan.

	West Winch – part 2 West Winch Relief Road Scoping and design	Ongoing	December 2019	Stage one of the design work for the relief road, looking specifically at the design and scoping of the road is under way. The design and planning submission work is scheduled to be completed by December 2019. Regular monthly project meetings are continuing with progress and timescales remaining on track.
	West Winch – part 3 Relief Road Infrastructure Funding	Ongoing	April 2019	The council is committed to seeking external funding sources to assist in the overall delivery of the infrastructure necessary to deliver the Growth Area, the Relief Rd is one of the greatest infrastructure costs. Officers will meet with senior managers at Homes England in October 2018 to discuss alternative options and obtain further assistance and advice and set up further meetings. The council is considering preparing and submitting a master plan and an outline planning application for the remainder of the Growth Area. This proposal will be considered by Cabinet on 13 November 2018.
	King's Lynn Area Transport Study	Ongoing	March 2019	The transport study as reported in the previous report is underway and traffic surveys have been completed in July 2018. The issues and opportunities report has been published with long list of schemes to be developed. Long list to be appraised to finalise a shortlist for testing in the transport model, a draft transport strategy is due in March 2019.

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	Review Date	Comment
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	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	December 2018	The Improving Attainment Steering Group met in July to discuss progress with projects and agreed priorities for the 2018/19 year. This includes plans for the West Norfolk University Challenge Conference at CWAs in January, bespoke performances of Shakespeare plays for those taking their GCSE exams and developing an idea for a transition project around another play. Further meetings of the secondary heads and primary heads groups also took place before the school summer holidays to enable work to be progressed ahead of the start of the new term in September 2018, with further meetings of these groups taking place in September to review progress.
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17. We will: Work closely with partners in health and adult services to improve services for older people

Cabinet Member: Cllr E Nockolds



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

	Expansion of LILY	Ongoing	March 2019	LILY 4 commenced on 1 July 2018, the remit expands to all members of the public who need assistance aged over 18, communications and media information has been updated to reflect the changes. Interventions with those who require assistance have been increased to 5 where needed, as it was agreed some people need significant support. Work continues with other agencies, schools and importantly the voluntary sector with approximately 2,200 users and 8,000 page views per month on the LILY directory. The service is thriving and is well regarded.
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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	Review 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 2018	A new base for the Early Help Hub has been set up within the police station with all participating agencies attending one day per week. Current focus is on increasing the scope of the hub to include adults and a meeting to plan the recruitment of a hub coordinator has been arranged to take place during quarter 3.
	Use the flexibility within the enhanced Better Care Fund / Disabled Facilities Grant (BCF/DFG) allocation and the Integrated Housing Adaptations Team	Ongoing	December 2018	The Housing Assistance Policy was approved by Cabinet on 21 August 2018, this will allow more flexibility to offer fast-track grants – in some cases removing the need for a means test for cases where works cost under £1,000 or where a person leaving hospital has an urgent need for a

	(IHAT) approach to support and assist vulnerable people in the borough			ramp or other relevant works. The policy also provides a relocation grant of up to £6K, a prevention grant of up to £300 for low level interventions and a top up loan for cases above the £30K maximum or for a means test case where they are unable to find the contribution. The private Occupational Therapist is working on a waiting list of 150 assessments as of the end of September. Homefirst project has received 60+ referrals since 1st July via the Housing specialists based at the QE Hospital. The team are working on reporting the outcomes from these cases to highlight staff time and bed days saved. CCG information relating to the outcomes is being collated from across the County to provide a consistent approach across the 3 projects. A county-wide workshop will be held on the 17 October to discuss the outcomes and how to measure savings.
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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.	Ongoing	December 2018	The Housing with Care Strategy and Adult Care Needs Strategy are being launched by Norfolk County Council on 7 November 2018.
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