

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	13 January 2020		
TITLE:	Q2 2019/20 Corporate Business Plan Monitoring Report		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Honor Howell		
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 2019/20.</p>
KEY ISSUES:
<p>There are currently 54 agreed actions being undertaken to progress the Council's Corporate Business Plan. The Q2 2019/20 monitoring report indicates that 48 of the actions are progressing well 4 actions have been completed, and due to changes to proposals 2 actions will be removed from the monitoring report to be replaced with new key actions in the next update.</p> <p>35 actions have been completed from Q4 2015/16 to Q2 2019/20.</p>
OPTIONS CONSIDERED:
N/A monitoring report
RECOMMENDATIONS:
<p>The Panel is asked to review the Q2 2019/20 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>

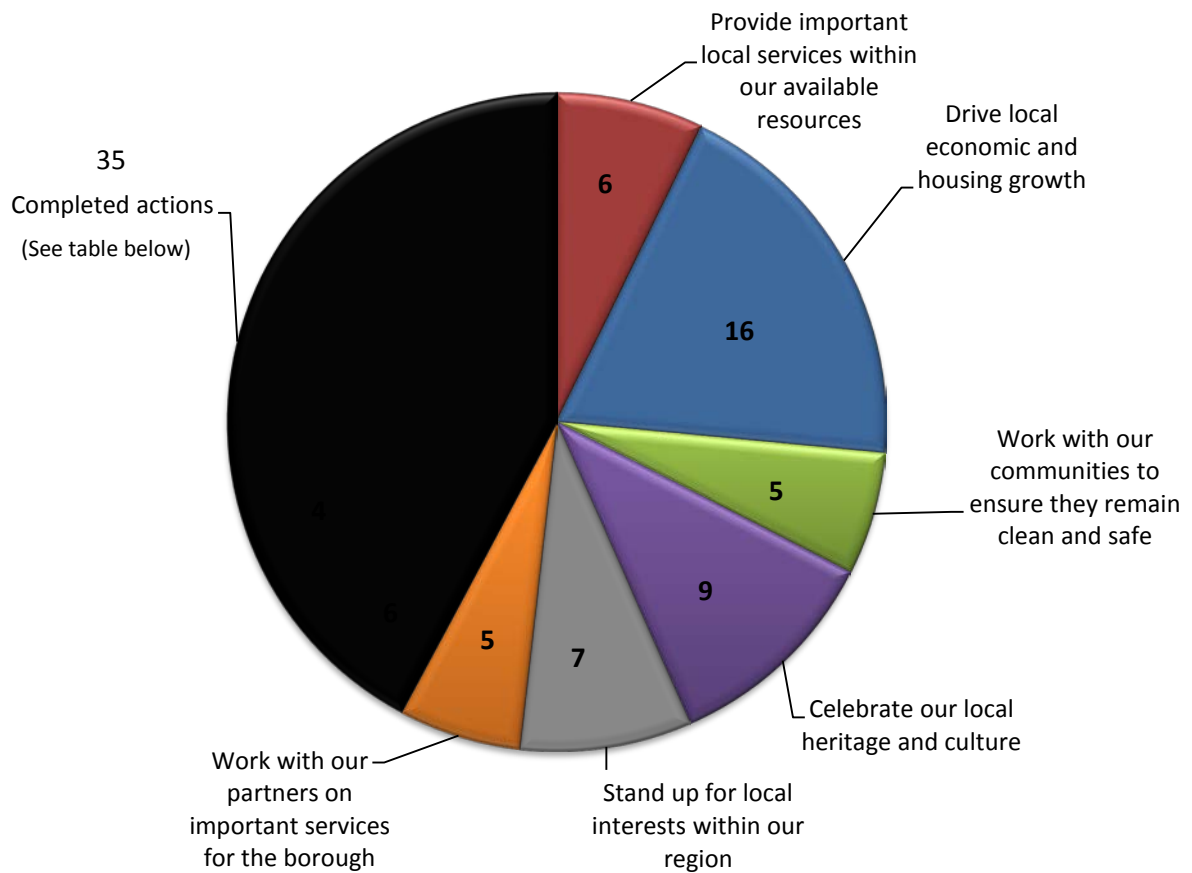
1. Introduction

- 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.

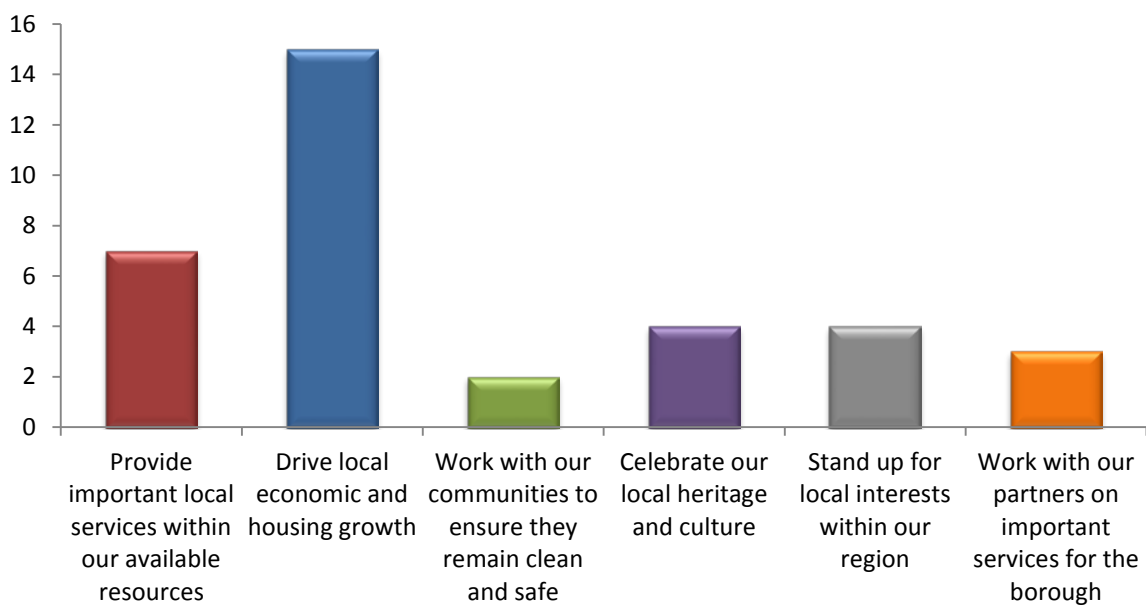
2. Monitoring Report

- 2.1 The Q2 2019/20 report details progress on agreed actions as at the end of September 2019. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the Q3 2019/20 report (which will be available on Insite).
- 2.2 The Executive Summary for the Q2 2019/20 monitoring report indicates that 89% of the actions are progressing well and 7% of actions have been completed.
- 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 2019/20



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 2019/20 (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 2019.

10. Background Papers

Corporate Business Plan 2015/16 – 2019/20



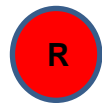
Corporate Business Plan Monitoring Report

Covering Q2 2019/20

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



Of the 7 actions in place for this priority, 1 action has been completed and the remaining 6 actions are progressing well.

4. Celebrate our local heritage and culture



All 9 actions in place for this priority are progressing well.

2. Drive local economic and housing growth



Of the 21 actions in place for this priority, 2 actions have been cancelled, 3 actions have been completed and the remaining 16 actions are progressing well.

5. Stand up for local interests within our region



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

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



All 5 actions 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 2019 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 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20
1	Progress towards £3.1m savings per annum required by 2019-20 identified in the Financial Plan for 2015-2020. Cumulative target savings of £337,196 for 2019/20	£110,100	£119,230	–	£279,570
2	Growth in Business Rates (2019/20 target £1,355,870) reported annually		£1,407,013		
	Number of new homes built (cumulative figure year to date) Local housing need target 555 / Housing delivery test target 500	300	436	158	333
3	Reduce contamination of recycling to 15.00% by 31 March 2020 (cumulative)	20.2%	20.4%	20.2%	24.0%
4	Footfall in King's Lynn Town Centre compared to same quarter in the previous year	-11.6%	-2.9%	-6.5%	-0.6%
	Number of Town Heritage Initiative buildings where work has commenced (cumulative)	18	19	20	20
5	Deliver an 8% increase in mobile coverage / superfast broadband of west Norfolk premises by June 2020	11%	11%	12%	13%
6	Support clients via the Ask LILY Advisor service (30 clients per quarter)	103	89	78	65

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 P Kunes

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 2019	During Q2 the council has been looking at ways to improve how fly-tipping requests are processed, approximately 100 fly-tipping reports are received per month. A map has been introduced on the council website 'Report-it', allowing customers to view recent reports including those on public and private land to avoid repeat contact and multiple reports. Work has been successful to integrate the online form with IDOX Uniform, Report-it and Open Process, avoiding the need for staff to access three different systems to deal with a request and improving the location information provided to the clean-up operatives. The new way of working will go 'live' at the beginning of October.
	Identify gaps in knowledge and skills in digital services for staff and arrange to roll out appropriate training	Ongoing	December 2019	By introducing new ways of working for fly-tipping requests, this identified training needs for CIC advisors, back office staff and the clean-up operatives. The CIC advisors and back office staff have received training in the new procedures, which included a consistent approach on updating IDOX Uniform. Also, the clean-up operative team leaders have been allocated mobiles to access location details through 'Report-it' and service requests. Previously all departments relied on customers describing locations, which could be very time consuming and resulted in many incidents not being found. Customers can now pin-point the location of the fly-tipping on a map, which provides coordinates to locate the fly-tipping and aid the enforcement team (CSNN) in identifying hotspots.




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 2019	Delegates on the new level 5 management programme are progressing well. New training programmes for managers in relation to undertaking employee investigations and procedures for managing absence, along with cultural sensitivities training for front line employees are currently being rolled out, with a number of sessions of each training course planned during Q3/Q4.

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 Gidney, Cllr E Nockolds and Cllr G Middleton

Status	Key Action	Progress	Review Date	Comment
	Put in place a programme of works for increasing the use of council buildings by third parties	Completed	September 2019	King's Court is at capacity, and Valentine Road has been marketed for new tenants most of 2019 to date with no success. The same applies to The Priory Centre – long term marketing and no interest.
	Develop opportunities to generate revenue and capital receipts by working with partners on the One Public Estate (OPE) programme	Ongoing	December 2019	During November, consultation will be taking place with Hunstanton Town Council, the Coastal Community Team, Chamber of Trade and the Civic Society on the OPE sites of Hunstanton bus station / library and a site for a possible hotel. The Hunstanton Southern Seafront Masterplan will be covered at the same sessions.
	Implement the actions identified in the land review of sites owned by the Borough Council	Ongoing	December 2019	Preliminary engagement is taking place with Burnham Market Parish Council to agree public consultation in an open Parish Council meeting, to undertake pre-planning consultation exercise on a site in the village. An agreed site in Hunstanton, is progressing; the site is being taken forward as part of the council's Major Housing Contract with Lovell Homes and a planning application is due to be submitted late in 2019. Five further sites are being considered for development/disposal. A further site, potentially viable for self-build has been identified and feasibility work is being undertaken.

Priority 1 other actions







Status	Key Action	Progress	Review Date	Comment
	Monitor the Efficiency Plan, report progress achieved by developing/ reviewing major projects and identify further opportunities for securing savings.	On track for end of year	December 2019	Progress is being monitored and to date savings of £280k have been achieved in 2019/20 and a further £26k of savings are anticipated for the year. This totals £306k for the year, which equates to achieving 91% of the target of £337k. The make-up of the savings is different to what was originally anticipated, these include:- <ul style="list-style-type: none"> some savings coming from new schemes, offset by savings slipping into the following years where scheme implementation has been delayed


				<ul style="list-style-type: none"> • savings not being as high as originally projected • some proposals once they have been looked at in detail have not been possible to implement as originally proposed.
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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 P Gidney and Cllr G Middleton





Status	Key Action	Progress	Review Date	Comment
	Deliver a 24 month targeted action plan to maximise take up of plots on the Enterprise Zone	Progressing	December 2019	Still awaiting the outcome of the reserved matters planning application. This has been amended to accommodate one of the interested parties. Heads of Terms are in advanced discussion in connection with this.
	Enterprise Zone infrastructure delivery – re-routing of the main gas pipeline, access roads, utilities and superfast internet	Progressing	December 2019	Following the reserved matters planning determination, tenders for the infrastructure (roads and services) will be issued. Works on the remaining infrastructure are planned to start early in the new year. Enabling works will take place before then, including earthworks and surcharging.
	Enterprise Zone – delivery of first phase spec units	Ongoing	December 2019	A framework of four contractors to develop premises is in place. The preferred main contractor has been identified and permission to let the contract has been confirmed by Cabinet. Pre-construction meetings are planned for the next quarter. A repayable grant on good terms has been agreed with New Anglia LEP to help finance the development.
	Progress the future High Streets fund bid	On track	December 2019	The draft submission to MHCLG Future High Streets Fund (FHSF) Team is due by 15 January 2020 with the final submission by 30 April 2020. All inception meetings and calls have been completed with the FHSF Team and information on the business development case plan submitted. A short list of candidate projects has been prepared based on deliverability over the period April 2020 to March 2024. Individual project meetings with partners are ongoing.
	Implement the King's Lynn town centre study	Completed	September 2019	The town centre study has concluded and has led to the ability to make bids for funding to help revive the town centre; these include High Street Heritage Action Zone, Future High Street Fund and the Towns Fund. Individual action entries will be set up as we are notified of a new funding stream; this entry has therefore been completed.
	Deliver the High Street Heritage Action Zone programme	New	December 2019	During Q2, the council have been advised that it has been successful in obtaining High Street Heritage Action Zone (HAZ) funding, subject to completion of a full programme design. High Street HAZ aims to find new ways to champion and revive historic high streets. Some of the outline proposals within the King's Lynn bid include:

				<ul style="list-style-type: none"> • heritage led shop front improvements • over-shop living conversions • providing visitor and tourism opportunities • developing alternative uses for vacant units, such as leisure and culture • bringing vacant buildings back into use <p>A full programme design will be put together by a local partnership board along with Historic England and the final funding should be confirmed in early 2020.</p>
	Develop proposals for KLIC2 – move-on space	Action has been cancelled	December 2019	As King's Lynn has been shortlisted for TOWN funding, new proposals are being developed that will be in line with the objectives of the KLIC2 plan. This key action will be cancelled and replaced in Q3 with a new key action.

5. We will: Meet our housing growth targets



Cabinet Members: Cllr A Lawrence and Cllr P Gidney



Status	Key Action	Progress	Review Date	Comment
	Progress the implementation of the Borough Council's approved Major Housing Scheme to approved schedule	Progressing well	December 2019	Construction continues on Marsh Lane and Lynnsport 4/5 with 125 units sold to date, with a further 21 exchanged or reserved. Pre-commencement planning conditions clearance continues for Lynnsport 1. Lynnsport 3 is now a live site with the first houses now being built and infrastructure works complete.
	Progress phases 2 and 3 of the NORA Joint Venture Housing Scheme	Progressing well	December 2019	Final site works on the NORA phase 3 site are almost complete. 32 units have been sold, with a further 2 exchanged or reserved, leaving just 7 properties to sell on this site.
	Phase 4 of NORA – modular construction	Ongoing	December 2019	L&GMH decided not to proceed with the contract to build the units on this site. This has meant that the entire site has gone back to the architects to be re-designed as a traditionally built site. The re-design will allow for more properties to be built but will require a new planning permission which we are anticipating will be submitted in early 2020.
	Acquire strategically located sites to enable additional phases to proceed	Completed	September 2019	All NORA land acquisitions are complete.
	Accelerated construction programme	Ongoing	December 2019	Contracts for all schemes apart from Boal Quay are anticipated to be signed by Jan 2020. Boal Quay has been formally withdrawn from the Accelerated Construction Programme (ACP) due to unachievable timescales. This decision does not affect the other ACP schemes and there are no financial implications.
	To increase housing supply and provide investment opportunities, develop and establish a wholly owned Local Authority Company to develop and acquire new affordable housing units	On track	December 2019	The company has acquired 12 new affordable 1, 2 and 3 bedroom homes. These have been leased to Broadland Housing Association who will have management responsibility. Of the three shared ownership properties two are sold subject to contract and one is subject to an application in progress.

	Progress next phase of the Nelson Quay scheme development and testing in preparation for planning and funding applications	Action has been cancelled	December 2019	Alternate proposals are now being developed for the Nelson Quay site. This key action will therefore be cancelled and replaced with a new key action in due course.
	Deliver the Heritage Action Zone (HAZ) Unlocking Brownfields Feasibility Study	Completed	September 2019	The Unlocking Brownfields Feasibility Study has been completed. There has subsequently been a great deal of positivity and support from the informal working group and Regeneration and Development Panel both have confirmed their willingness for the progression of sites. Individual sites, as they are taken forward will be added as separate entries on this report. Chapel Street and South Gate entries are already shown below.
	Develop proposals for Chapel Street car park	To schedule	December 2019	An architectural firm has now been formally appointed to develop a design and submit a planning application (end of RIBA stage 3). The design will be drafted and then taken to Members for input prior to submission for planning, which is likely to be late Spring 2020.
	Develop proposals for the area around the South Gate – a key approach in to King's Lynn	Schedule being developed	December 2019	A feasibility study is required for this large and complex site, we are in receipt of this scope. The variables of this site require a more complex approach and scoping/design work/financial analysis is underway. Consultants are looking at preliminary re-designs to provide an improved traffic flow around the South Gate roundabout.


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


Cabinet Member: Cllr B Long and Cllr G Middleton

Status	Key Action	Progress	Review Date	Comment
	Ensure the Council responds effectively to new requirements in relation to apprenticeships	Ongoing	December 2019	New apprentices have commenced in Revenues and Benefits, Environmental Health and Planning. The new level 3 management programme being delivered as an apprenticeship with the College of West Anglia, is progressing well. A range of other apprenticeships for existing employees are being supported.
	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 2019	The Strategy Group, which includes chief executives from key services, met in September and received a range of presentations/updates in relation to key areas of interest to partners – in particular receiving updates on progress with the west Norfolk Help Hub and the merger of CCG's in Norfolk.

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 2019	The project is being delivered by a housing association partner on a council controlled site. The new temporary housing site to accommodate modular style houses will be coming forward for planning imminently. This modular project is not related to the Major Housing Project.
	Develop and implement new policy and practice in relation to the requirements of the Self-build and Custom Housebuilding Act 2015	On track	December 2019	The site in Stoke Ferry will be discussed imminently, policy review with Neighbourhood Plan group and proposed development plan policy review as detailed in the strategy are on track. An assessment of the alternative models of "custom build enabling" is focused on selecting a partner to work with to deliver the site. This is really important in shaping the project. An options paper will go to the Custom and Self Build Task Group. In December 2019, At the national Build It Awards, the Borough Council of King's Lynn & West Norfolk won the Best Council for Self or Custom Build Award.




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 2019	<p>An online Q&A was held as part of the activities associated with Recycle week in September. In total there were 20 tweets in the hour and the total impressions for these tweets were 10,154 devices which on average, each message was seen by 507 people/devices. 130 people engaged with the content (for example clicked on it, retweet, replies and follows). Environment Portfolio Holder, Cllr Devereux signed the Courtauld Agreement at the King's Lynn Foodbank. The signatories of the Courtauld agreement are asked for a commitment to the following:</p> <ul style="list-style-type: none"> • Work with others to identify and develop good practices in engaging with others. • Engage with residents and colleagues to enable changes in consumption habits - for example deliver 'Love Food Hate Waste' messages. • Report annually to WRAP on what has been done to engage with residents. <p>The new waste contract will include marketing plans to enhance recycling for public and commercial sectors.</p>

	Work to reduce recycling contamination by monitoring recycling in areas highlighted as part of the enhanced auditing scheme	Ongoing	December 2019	Awaiting outcomes of Norfolk Waste Partnership (NWP) priority work from pilots being run in other parts of Norfolk and working on preparing a tool kit for use on communal bins with NWP colleagues. In Q2, bins were purchased which say "No bagged materials" on the lid of the recycling bin and these will be distributed during Q3.
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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 2019	The public toilets at Heacham North Beach and Heacham South have been re-roofed, re-painted and re-opened. The dog waste collection service continues to grow each month as requests for new bins are added to the schedule. The Refill scheme is complete with the installation of three water machines at the Walks Management Building, Central Promenade Toilets Hunstanton and at the bus station in Kings Lynn.
	Grounds Maintenance: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2019	A review of the grass cutting and general grounds maintenance regimes have been undertaken with the amendment and inclusion of 106 areas and housing development plans. NVQ2 and NVQ3 apprentice schemes is ongoing within POS service areas.
	Parks and Gardens: Maintain sustainable levels of service delivery that meets the needs of the community	Ongoing	December 2019	West Norfolk won gold for each of its market towns, including best overall winner of the Anglia in Bloom trophy for Hunstanton. The results of Britain in bloom are due in October. Ongoing progress within community working inc. partnership / inclusion and involvement throughout the borough via Green Flag, In Bloom, HLF funded projects, residential associations and BID. Green Flag has been awarded for The Walks, Tower Gardens, Esplanade, Boston square and crematorium. Tower Gardens and Willows are now formally registered as Fields in Trust sites.

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


Cabinet Member: Cllr I Devereux

Status	Key Action	Progress	Review Date	Comment
No key actions				

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 2019	A 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 P Gidney, 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 2019	Following training, proposals are being brought forward for increased emphasis on viable properties. The two Section 215 notices covered in the previous report, have been complied with and properties are in better condition. The list remains fluid and as sites are progressed by the cross department officer team, whether from action we are taking or from external activity, the list is updated.
	Implement key phases of the Hunstanton Regeneration Programme	Progressing	December 2019	The summer events that took place as part of the Hunstanton Heritage Gardens project were well attended and well received. The final claim for the project is being prepared. The Hunstanton Heritage Gardens Activity Co-ordinator post will therefore cease at the end of November 2019. The Southern Seafront Masterplan project options appraisal will be consulted on during Q3. Consultation will take place with key stakeholders and the general public. The wayfinding and signage project for the seafront, funded by the 'Coastal Revival Fund' is now planned to commence in late Spring 2020. This is a community led project, supported by Hunstanton Coastal Community Team.
	Develop proposals for refurbishment of the St George's Guildhall complex	Ongoing	December 2019	As part of the ongoing review and options appraisal for the Guildhall site, and as a result of the visioning exercise that took place, an expression of interest is being consulted upon, with a view to submission to the National Heritage Lottery Fund later this year.
	Progress the Sommerfeld & Thomas warehouse and former grain silos sites	Progressing	December 2019	Tender responses mentioned in Q1 have been received. Further investigations are now taking place into the most cost and time effective way to take the project forward. Options include making a planning and listed building consent to demolish the recent additions (but this will have party wall implications) or simply remove pigeon guano, which would enable surveys to take place.

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	Progressing well	December 2019	The Tourism department once again supported the 'King's Lynn Heritage Open Day' event held in September by producing and funding both the production of the Heritage Open Day booklet (11,000 copies printed of the A5-sized 24-page

	Management Plan			colour brochure) and the local distribution of the booklet. The event was noted by many to be a great success, with over 1,000 people attending venue openings and events all around the town and a reported 800+ visitors to Lynn Museum on the day too. Work is underway on the annual longstanding glossy brochure 'West Norfolk Holiday Guide 2020'. Production work on this involves liaison with both existing advertisers and potential new advertisers from the local tourism industry. The brochure will be distributed throughout the country's TIC network and has newly-commissioned photography included. Work also started on the popular annual fold-out pamphlet "Where to Go in West Norfolk". This 100,000 copy print-run will be ready for distribution in early 2020.
	Deliver the west Norfolk Tourism Explorer Trails project	On track	December 2019	A significant content update to our new Explore West Norfolk website and apps was completed towards the end of July 2019. This update included partnership working with Norfolk Trails team, and the full series of sixteen trails from Norfolk County Council's "West Norfolk Coastal Treasures" publication is now fully-featured on the Walk West Norfolk app and related Explore West Norfolk website section. This major content update was accompanied by social media promotion via content uploaded on our Visit West Norfolk Twitter channel in August 2019.
	Deliver the Sail the Wash project with partners	Progressing	December 2019	This project continues to be progressed, in partnership with Fenland District Council. The project will deliver additional moorings, extended pontoons and buoyage within The Wash. Work includes hydrographic surveys, website, marketing and operational procedures.
	Develop proposals for a 2 screen cinema at the Corn Exchange	Progressing	December 2019	The main contractor has been appointed and initial scaffolding is due to be erected during November. The main internal work is due to start early in 2020.

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 G Middleton, Cllr R Blunt 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	Ongoing	December 2019	The Better Broadband for Norfolk Programme is aiming to maximise the availability of Superfast Broadband (at least 30Mbps) across the county by the end of March 2021. At the end of September total coverage was 95%. The second contract has implemented 108 new fibre cabinets and 56 Fibre to the

	Norfolk area once the current 'roll-out' is complete			Premises (FTTP) solutions across the borough which have provided access to fast broadband for over 9,800 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. 10 additional cabinets and 12 FTTP solutions have commenced implementation in the borough and 37 surveys have been completed. The Borough Council has contributed financially to the Better Broadband for Norfolk rollout 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 met in Gt Yarmouth on 27 September 2019. As part of its Regional Delivery Partnerships framework, Highways England has signed a contract with Galliford Try to deliver the A47 corridor improvement programme around Norwich and Peterborough. In Cambridgeshire, approximately 1.5 miles of the A47 between Wansford and Sutton will be upgraded to dual carriageway and there will be an improvement of the roundabout at the A47/ A141 junction in Guyhirn. In Norfolk, 1.5 miles of the A47 between Blofield and North Burlingham and around 5.5 miles of the A47 between North Tuddenham to Easton will be dualled, while the A47/A11 Thickthorn junction will also be upgraded. All works are due to be completed in 2024. Improvements in West Norfolk await the announcement of Road Investment Strategy 2 (RIS2) which is likely by the end of the year. The Project Board set up to take forward the Wisbech Access Strategy including improvements to the A47 Broad End Rd, Walsoken Junction continues to meet.
	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 2020	The Ely Area Road and Rail Study will be taken forward as an integrated package towards the Strategic Outline Business Case stage with a target date of November 2019.
	Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works	Ongoing	March 2020	A Stakeholder Forum was held on 2 October 2019. The funding group will meet on 31 October 2019 and a newsletter has been produced to distribute across the affected area.
	West Winch – part 2 West Winch Relief Road Scoping and design	Ongoing	December 2019	Design work on the West Winch Housing Access Road is progressing in parallel with wider work on the remainder of the growth area to ensure the housing is delivered holistically. A number of issues have arisen that have delayed the likely submission date for the planning application for the road. These include an additional joint study with Highways England to identify a solution for the road that also helps to improve the Hardwick junction and needing to gain access to land to carry out ground investigation. Assuming

				scoping work on environmental issues and work on a masterplan for the wider site is completed as soon as possible, we are expecting to submit the planning application for the road in summer 2020. Regular monthly project meetings are continuing between the council, NCC, consultants and Highways England. Dialogue with the Parish Councils and Neighbourhood Plan Group continues and we expect to have a wider community consultation in spring 2020.
	West Winch – part 3 Relief Road Infrastructure Funding	Ongoing	December 2019	Recently, Norfolk County Council (NCC) were offered the opportunity to apply for a new government fund supporting road infrastructure; and indicated that they considered putting forward the West Winch Housing Access road as part of their bid. The council supported this proposal. The Housing Access Road has now gained concept support by the regional transport body as part of four schemes from this region. The bid was submitted by NCC on 31st July 2019 and is currently waiting to see if it reaches the next stage in the process.
	King's Lynn Area Transport Study	To schedule	December 2019	The King's Lynn Transport Study (KLTS) is going through the final stakeholder feedback stages prior to publication. It is intended to take the study to the Regeneration and Development Panel in December 2019 and Cabinet in January 2020.

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 G Middleton 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
	Engage with partners and schools in identifying initiatives to address low levels of educational attainment and skills in the Borough	On track	December 2019	Meetings of the attainment steering group and primary heads have been held in Q2, with discussions on plans for projects for the remainder of the 2019/20 academic year being discussed. Plans are well underway for the 2020 West Norfolk University Challenge Conference, which will take place at the College of West Anglia in January 2020 and for a repeat of the Midsummer Nights Dream transition project for primary schools in July 2020.




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

Cabinet Member: Cllr E Nockolds


No key actions

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 2019	The council has organised an event to be held at the Town Hall in October to increase the understanding of the West Norfolk Help Hub and how it can benefit professionals and their customers. The hub helps to address the customer's needs, before their difficulties become unmanageable. The hub has 27 partners which include Norfolk County Council, Leeway, Money Advice Hub, Norfolk Fire and Rescue, Action for Children, MAP, West Norfolk CCG and Freebridge Community Housing.
	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 2019	Demand on the DFG service remains high, enquiries are between 95-100 per month and the IHAT is still scheduling visits within 4-7 weeks of the enquiry. District Direct West – Funding has been approved by the CCG and NCC for the remainder of the year and a report is being taken forward for two further year's funding. The service has received approximately 170 referrals since the launch into both the Adaptation team and Homelessness team. Work will commence with mental health teams and expanding the knowledge about the services.
	Homelessness and Housing Delivery Task Group	Ongoing	December 2019	Feedback from the homelessness and rough sleeping strategy has been discussed with the group. A stakeholder event is planned for late November/early December 2019.

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 2019	Findings of the Norfolk wide extra care housing needs assessment has been released, a draft report for consultation purposes is anticipated imminently.
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