

POLICY REVIEW & DEVELOPMENT REPORT

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| Type of Report: Monitoring | Portfolio(s): Resources |
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| Open report | |

PR&D Panel: Resources & Performance Panel
Date: 2 June 2015
Subject: Corporate Business Plan Monitoring – Quarter 4 2014/15

Summary

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 corporate performance monitoring undertaken during Q4 2014/15.

Recommendations

The Panel is asked to review and note the Council's Q4 2014/15 Corporate Business Plan Monitoring report.

1. Background

- 1.1 The Council's 'Corporate Business Plan' was adopted in November 2011 and sets out the Council's priorities for the period to the next local elections in 2015.
- 1.2 The Corporate Business Plan defines the outcomes – or end results – that the Council wants to achieve, and sets out the council's contribution towards these outcomes:
 - people benefit from a growing economy
 - people live in a quality environment
 - people maximise their potential
 - people lead safe and healthy lives
 - people live in thriving communities
 The Plan also covers Council resources.
- 1.3 From the adoption of the plan, it was agreed that a report would be prepared quarterly, setting out progress against the work plan – including details of any completed or new work key actions. The report is brought to the R&P Panel on Quarter's 2 and 4, however, all quarterly reports are available to Members on the Council's Intranet, 'Insite' (see the Performance Tab and click on Review and Report from the index on the left hand side).
- 1.4 The report contains an Executive Summary on the first page which provides an overview of progress against the six outcomes. The information in the body of the report provides further detail.

- 1.5 Members should note that outcomes which were completed prior to Q4 have been removed from the report and are contained in a separate archive report (the 'Corporate Monitoring Completed Actions Report') which is available to view on the 'performance' pages of Insite. Any outcomes indicated as now completed on the Q4 report will be removed from the next monitoring report and added to the archive report.

2.0 2014/15 Quarter 4 Performance

- 2.1 The 2014/15 Quarter 4 report, details progress with agreed actions. It is possible Members may be aware of more up-to-date progress with some actions – this will be captured in the 2015/16 Quarter 1 report.
- 2.2 The Executive Summary for the 2014/15 Quarter 4 performance report indicates that key actions in the 6 outcome areas are progressing well and that performance is on track. Five actions have been completed during the quarter and one action has been cancelled. Target dates for some key actions have been revised which are reflected in this report.



Corporate Business Plan Monitoring Report

Detailing progress against the Corporate Business Plan

Covering Quarter 4 2014/15

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

People in West Norfolk benefit from a growing economy



Of the 11 actions in place for this outcome 1 action has been completed this quarter. The remaining 10 are progressing well.

People in West Norfolk lead safe and healthy lives



The 2 actions in place for this outcome are progressing well.

People in West Norfolk live in a quality environment



Of the 11 actions in place for this outcome 4 actions have been completed this quarter and 1 action has been cancelled. The remaining 6 are progressing well.

People in West Norfolk live in thriving communities



The 1 action in place for this outcome is progressing well.

People in West Norfolk maximise their potential



The 2 actions in place for this outcome are progressing well.







Our resources



The 4 actions in place for this outcome are progressing well.

Overall progress on Corporate Business Plan actions as at 31st March 2015 is deemed to be on track.

Detailed progress by Corporate Business Plan outcomes

| Key to status | | | | | |
|---|-------------------------------|---|---|---|--|
|  | The action has been completed |  | Progress is behind schedule |  | Activity has been cancelled for the reasons stated |
|  | Progress is on track |  | Progress is significantly behind schedule |  | Data/progress update is awaited |

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.




People in West Norfolk benefit from a growing economy


We want to see: Business growth and investment

Cabinet Member: Cllr Alistair Beales – Regeneration and Industrial Assets

Cabinet Member: Cllr Vivienne Spikings – Development

Cabinet Member: Cllr David Pope – ICT, Leisure and Public Space

| Status | Key Action | Progress | Target Date | Comment |
|---|---|----------|-------------------|---|
|  | Build an Enterprise and Innovation Centre (KLIC) on the Nar Ouse Regeneration Area (NORA) site | Ongoing | End of March 2016 | A contractor will be appointed in April 2015 and works are scheduled to start on site on 4 May 2015. Completion date (subject to outcome of site investigations & testing) is March 2016. |
|  | Consider alternative options for land at Alexandra Road, Hunstanton following the decision by Tesco to officially withdraw from the acquisition of the site | Ongoing | End of Dec 2015 | Options are still being considered for the site at Alexandra Road, Hunstanton. |
|  | Launch the new inward investment website for West Norfolk | Ongoing | End of June 2015 | The website is on schedule to be launched by June 2015. |




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|  | Introduce a pop up shop scheme in partnership with the Vancouver Centre to encourage the start-up of new retail business | Ongoing | End of June 2015 | Permission has been received to use a retail unit on Broad Street. Further discussions will take place during April 2015 to move forward with this project. |
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We want to see: Vibrant town centres

Cabinet Member: Cllr Alistair Beales – Regeneration and Industrial Assets

Cabinet Member: Cllr Greville Howard – Special Projects





Cabinet Member: Cllr David Pope – ICT, Leisure and Public Space

| Status | Key Action | Progress | Target Date | Comment |
|---|---|-----------|-------------------|---|
|  | Implement the town centre action plans for King's Lynn | Ongoing | End of Dec 2015 | An app developer has been appointed to develop a Visit West Norfolk mobile app, which will be directly linked to the tourism website's content management system i.e. any content updates will be automatically uploaded on the mobile app. The app will include a town centre retail section. The Town Centre Partnership have agreed not to develop a town centre app for the time being, and will wait and see how the retail section works within the Visit West Norfolk app. Completion time expected to be Autumn 2015, subject to confirmation from app developer. |
|  | Implement key phases of the Hunstanton Regeneration Programme | Ongoing | End of March 2016 | The Stage 1 application to the Heritage Lottery Fund was submitted in March 2015 for the refurbishment of the Green and Gardens in Hunstanton, a decision is expected in June 2015. The Stage 2 application to the Coastal Communities Fund for the 'Hunstanton Watersports' project was unsuccessful. Positive discussions are continuing with the Hunstanton Sailing club & Watersports Centre for a phased implementation of the scheme. The finger post scheme has been developed and tendered, and is due for installation in May 2015. |
|  | Implement a scheme to enhance the Saturday Market Place | Completed | End of Jan 2015 | Work started in April 2014 with the Market Place closed for traffic. Traffic flow started again in December with the scheme completing in January 2015. |

We want to see: Better infrastructure

Cabinet Member: Cllr Alistair Beales – Regeneration and Industrial Assets

Cabinet Member: Cllr Vivienne Spikings – Development

| Status | Key Action | Progress | Target Date | Comment |
|---|--|----------|-------------------|--|
|  | Work with the County Council and other members of the A47 Alliance to promote improvements to the A47 trunk road | Good | End of March 2016 | The study to look at potential improvements to the Hardwick junction arising from growth in the King's Lynn area is now complete. Further stakeholder forum, parish and member briefing sessions have been held during January/February 2015. Although Hardwick was not identified as a scheme in the A47 Feasibility Study and the Autumn Statement, the Study could form the basis of a future bid to the Highway Agency's/Local Enterprise Partnership HA/LEP. The next meeting of the A47 Alliance Steering Group will be held in King's Lynn on 24 June 2015 after the general/local elections. |
|  | Work with other partners to present a business case for improvements to the King's Lynn – Cambridge – London King's Cross rail service | Good | End of March 2018 | The Council has been made aware of a potential delay in the construction of the Ely North Junction scheme which would mean that half hourly services may not commence until May 2019. A meeting will be held with Network Rail and East Cambridgeshire Council on 22 April 2015 to seek clarification of the programme/ reasons for delay. |
|  | Market the availability of employment sites on NORA | Ongoing | End of March 2016 | Limited interest continues due to a lack of road infrastructure. |
|  | Prepare a scheme to deliver the S106 bus station improvements in King's Lynn | Ongoing | End of Sept 2015 | The scheme is currently being delivered to schedule with a completion date, subject to no abnormal works / ground conditions for the end of July 2015. |


People in West Norfolk live in a quality environment



We want to see: Regenerated urban areas

Cabinet Member: Cllr Alistair Beales – Regeneration and Industrial Assets

Cabinet Member: Cllr Vivienne Spikings – Development





Cabinet Member: Cllr Elizabeth Nockolds – Culture Tourism and Marketing


| Status | Key Action | Progress | Target Date | Comment |
|---|---|----------|------------------|--|
|  | Increase the number of sites effectively tackled by the derelict land and buildings group (DL&BG) | Ongoing | End of June 2015 | A funding bid has been submitted to develop a masterplan for the silos site and Sommerfeld & Thomas Warehouse on South Quay. An outcome is expected in June 2015. If funding is awarded, then these two prominent waterfront derelict sites will be part of a masterplan with a view to being redeveloped. |

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|  | Complete the joint project with the Maison de la Culture in Amiens to create art works and several landscaped areas within the Borough | Completed | End of March 2015 | The scheme completed on 27 and 28 March 2015 with the launch of the Lynn Lumiere light projections at various locations around the town. |
|  | Local Development Framework – complete consultation on preferred options and manage Inspector's Public Inquiry | On track | End of July 2015 | The period for representation on the Pre-Submission Plan was held from 12 January - 23 February 2015. Any representations will be passed to the Planning Inspectorate in early April for them to convene an Examination. The formal submission of the Plan will take place in April, and hearings are provisionally scheduled for July |

We want to see: An enhanced natural environment

Cabinet Member: Cllr Brian Long – Environment




| Status | Key Action | Progress | Target Date | Comment |
|---|--|--|-------------------|---|
|  | Strongly articulate the concerns our residents have in opposition for plans for an incinerator in South Lynn | Completed | End of March 2015 | This matter is now closed, a designated page on the Council's website is available to the public for reference purposes. |
|  | Progress the conditional contract for the recycling of residual waste | Action has been cancelled for the reasons stated | End of June 2017 | Material Works have made no progress arranging funding. Decision to end the contract was taken on 13 March 2015. However, the Council has been successful in obtaining a grant from the DCLG Recycling Reward Scheme. The funding will focus on community recycling champions to drive up the recycling rate. |
|  | Seek approval and commence implementation of an air quality management strategy in King's Lynn | Completed | End of March 2015 | The Air Quality Action Plan was approved by REC on 25 March and adopted by Cabinet on 31 March 2015. |
|  | Work with stakeholders in Snettisham, Heacham and Hunstanton areas which are affected by coastal flooding issues to develop options for flood prevention works | Good | End of March 2016 | The East Wash Coastal Management Community Interest Company (CIC) has now been set up. The Strategy was approved by the Council on 29 January 2015 and is now passing through the Environment Agency's (EA) approval processes. The EA has set up a Project Team to progress recycling works between Wolferton Creek and South Hunstanton from 2016/17 onwards. Strategy Funding and Stakeholder groups will be set up and administered by the Council. |

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|  | Prepare for and publicise the new expanded range of dry recyclable items to be collected | Completed | End of March 2015 | The next phase of this project is being led by Broadland District Council and was launched on 23 March 2015, the Waste Marketing Officer will consider how this will be implemented locally. A press release is on the website and adverts have been published locally as part of the county-wide campaign. |
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We want to see: Housing growth

Cabinet Member: Cllr Adrian Lawrence – Housing and Community


Cabinet Member: Cllr Alistair Beales – Regeneration and Industrial Assets


| Status | Key Action | Progress | Target Date | Comment |
|---|--|----------|-------------------|---|
|  | Deliver Phase 1 of the planned residential development of 55 homes on the NORA site | Ongoing | End of May 2015 | Phase 1 will be completed by the end of May 2015. All but 6 units are already reserved or sold. The piling work for phase 2 (59 homes) is now on site. |
|  | Progress proposals to bringing forward a major housing scheme to the borough | Ongoing | End of March 2020 | Contract negotiations are complete and planning permission was granted on 10 April for the new road which gives access for the scheme. Currently finalising the contract. |
|  | Seek external funding for the “pinch point” road to open up housing land for development at Marsh Lane and Lynnsport in King’s Lynn. | Ongoing | Summer 2015 | Negotiations are currently underway with Norfolk County Council regarding the drawdown of £1m. |

People in West Norfolk maximise their potential

We want to see: Young people succeed

Cabinet Member: Cllr Nick Daubney – Corporate/Strategic Issues and Resources


| Status | Key Action | Progress | Target Date | Comment |
|---|---|----------|-------------------|---|
|  | Expand and develop the Improving Attainment Programme, further advancing our local efforts to drive up GCSE attainment levels above the Norfolk averages by end of school year 2014 | Ongoing | End of March 2016 | A review of the programme to date has been completed and shared with schools and key partner agencies locally. This has been discussed in a joint session with head teachers which has helped us to firm up the programme for the next three years. We are continuing to try to balance immediate work supporting our secondary schools to drive up performance with longer-term ‘preventative’ work in early years and primary settings. |

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|  | Actively encourage and promote apprenticeship opportunities including creation of opportunities within the Borough Council | On track | End of Sept 2017 | A review of the Council's corporate apprenticeship scheme has been completed. On 31 st March 2015 Cabinet agreed to the continuation of Council's corporate apprenticeship scheme, via the recruitment of six new apprentices. |
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People in West Norfolk lead safe and healthy lives


We want to: help people feel safe

Cabinet Member: Cllr Adrian Lawrence – Housing and Community

| Status | Key Action | Progress | Target Date | Comment |
|---|--|----------|------------------|--|
|  | Lead the Integrated Housing Adaptations Team (IHAT) project across Norfolk | On track | End of Sept 2016 | The first meeting of the strategic group will be held on 23 April 2015. Work continues on the competency training and sign off for those staff that are undertaking mentoring, learning of social care activities and housing activities. Measures and reports are now being provided by all districts and will be shared at the next IHAT managers meeting. Care Act implementation will take place on 1 April 2015 and County training on the impact on social care assessments has been undertaken. There will be a number of workshops within the IHAT teams and with managers across the County to identify the way forward. In the West we continue to work on the 'lean' ideas and implement a new way of working to fast track cases where possible and reduce visits and duplication. |

We want to: help people make healthy lifestyle choices


Cabinet Member: Cllr Adrian Lawrence – Housing and Community

| Status | Key Action | Progress | Target Date | Comment |
|---|--|----------|-------------------|---|
|  | Progress the development and implementation of the Prevention First Health and Social Care and integration "pioneer" programme with partners from the health and social care sectors | On track | End of March 2016 | We have been successful in applying for £214,000 of 'Strong and Well' funding from Norfolk County Council to take forwards this programme of work, which will focus on developing the 'Lily' website and offer, increasing its accessibility and promoting its use to older people, their friends, families, carers and those working in this sector. The programme will continue to be taken forwards through a partnership of key organisations locally and report to the West Norfolk Health Alliance. |

People in West Norfolk live in thriving communities

We want to see: Accessible local amenities




Cabinet Member: Cllr Adrian Lawrence – Housing and Community

| Status | Key Action | Progress | Target Date | Comment |
|---|--|----------|------------------|---|
|  | Seek approval for a comprehensive Community Infrastructure Levy to provide for developer contributions to the Borough's Infrastructure requirements – consultation phase | Ongoing | End of June 2015 | Full Council agreed in November 2014 to a consultation on a Preliminary Draft CIL Charging Schedule during January / February 2015. This has taken place and the results are being analysed. Further consideration on how to progress CIL is expected after May 2015. |

Our resources


We will: Provide cost effective services

Cabinet Member: Cllr Nick Daubney – Corporate/Strategic Issues and Resources

| Status | Key Action | Progress | Target Date | Comment |
|---|---|----------|-------------------|--|
|  | Undertake a review of procurement practices and arrangements | Ongoing | End of Sept 2015 | During Q3 procurement and contract management training was delivered to Extended Management Team. The Council's top 200 supplier review and tail spend analysis is currently underway and will be completed by the end of June 2015. The review of 'Contract Standing Orders' and procurement practices / documentation is underway, to be completed by the end of September 2015. Accrued savings as at 31 st March 2015 is c. £166,700. |
|  | Implement the cross service reviews element of the cost reduction programme | Ongoing | End of March 2017 | The cross service projects are all progressing well. Quarterly monitoring takes place and is reported into Management Team. To date, savings of £373,716 pa have been identified, although some of this is for two years only. 2015/2016 will see various planned projects implemented so it is expected more savings will be identified. |
|  | Extend and expand the range of services provided on behalf of other organisations | Ongoing | End of Dec 2015 | The council has recently secured an extension of one of the contracts with its existing CCTV customers and is negotiating to provide a housing enabling service to a neighbouring council. |

We will: Develop our staff

Cabinet Member: Cllr Nick Daubney – Corporate/Strategic Issues and Resources

| Status | Key Action | Progress | Target Date | Comment |
|---|---|-------------|-------------------|---|
|  | Ensure staff affected by new delivery mechanisms receive appropriate training and support | On schedule | End of March 2016 | A review of the training programme on procurement and contract management recently delivered to Extended Management team is being undertaken to determine whether further training needs in this area exist within the organisation. A review of child protection training is progressing well, in particular looking at specific needs of different operational areas within the organisation. |